



**Arab American University**  
**Faculty of Graduate Studies**

**Evaluating the implementation of strategic plan for the  
public sector in Palestine during Coronavirus  
Pandemic (Land and Water Settlement Commission)  
as a case study**

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**This thesis was submitted in partial fulfillment of the  
requirements for a Master's degree in Strategic  
planning and fundraising**

**Feb-2022**

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مناقشة الرسالة  
مناقشة البرنامج

**Evaluating the implementation of strategic plan for the  
public sector in Palestine during Coronavirus Pandemic  
(Land and Water Settlement Commission) as a case study**

**Yazan Bashar Taher Khalifeh**

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## Declaration

This thesis is submitted for the purpose of fulfilment of the requirement of Master Degree in the faculty of Strategic planning and fundraising, Arab American University –AAUP,2022, I declare that this research is my own, unaided work. It has not been submitted before for any other degree, part of degree, or examination at this or any other university

Signature: .....

Yazan Bashar Taher Khalifeh

Date:    /    /2022

## الاهداء

الى القدس العاصمة الابدية  
الى يافا عروس البحر  
الى اسوار عكا  
الى بيسان و صفد و حيفا و النقب  
الى أريحا مدينة القمر  
الى غزة هاشم  
الى كل فلسطين  
الى ارواح شهداء الوطن بتضحياتهم

يزن بشار طاهر خليفة

## شكر و عرفان

يسعدني ان اتقدم بجزيل شكري و عظيم امتناني و تقديري الى كل من قدم جهدا في ابراز هذه الرسالة الى حيز الوجود.

الى استاذتي الدكتورة سنية ابو عمرو, لما بذلته من جهد مميز و متابعة حثيثة في اشرافها على اعداد هذه الرسالة, فقد كان لتوجيهاتها عظيم الاثر لاجراج هذه الرسالة المتواضعة الى الوجود.

و اتقدم بجزيل الشكر الى كافة الزملاء و الاصدقاء في هيئة تسوية الاراضي و المياه, رئيس هيئة تسوية الاراضي و المياه, و المدراء و رؤساء الدوائر و الاقسام في الهيئة و كافة الموظفين في المكاتب الفرعية المنتشرة في محافظات الوطن.

الى زملائي و زميلاتي في مرحلة دراسة الماجستير في الجامعة,

يزن بشار خليفة

**Abstract**

This research was conducted between October 2020 and November 2021, The universe of this study comprised LWSC staff, targeted communities in WB, and the interviews with managers in HQ.

The researcher's goal from this research is to evaluate how the public sectors in Palestine implemented and applied the strategic plan during COVID-19, the researcher adopted Land and Water Settlement Commission as a case study for the research, since the researcher works in this organization.

The researcher used both qualitative and quantitative methods in this research methodology, the required data had been collected by interviews, questionnaires, reports, and official statistical data from the organization, all of these methods had been used to test the hypothesis, the researcher used SPSS program to analyze the collected data from the questionnaires.

The results of the research from the first questionnaire (for targeted communities) show that the spread of the COVID-19 pandemic in the cities of the West Bank affected on the performance of the organization, moreover, the lockdown due to the COVID-19 pandemic also affected and caused a slowdown in the registration process in 2020, in addition, the targeted communities thought that the economic situation due to the COVID-19 pandemic and the rumors and conflict news about the COVID-19 pandemic affected highly on the registration process of the land parcels in 2020.

The results of the research from the second questionnaires (for LWSC) show that Land registration (legal side and objections and Land surveying (technical side) has a high effect on the slowdown the implementation of the strategic plan in organization during COVID-19 in 2020, however, the Land process achievements of the organization and

the staff of the organization has a medium effect on the implementation of the strategic plan during COVID-19 in 2020.

The research's results from the annual reports and official statistics from the organization, show that in 2020, the surveyed and registered area dropped highly in some governorates (especially Hebron governorate).

The research has several recommendations that could help the organization in preparing the new strategic plan, the organization needs take in account the effect of COVID-19 and deal with this pandemic for next following years, moreover, special indicators, M&E plan, and other important issues must prepare in the next strategic plan.

LWSC must update the old land registration laws (Jordanian laws) to deal with geopolitical changes since war of 1967.

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## Abbreviations

<b>1 Dunm</b>	<b>1000 meter squared</b>
<b>COVID</b>	<b>Coronavirus Disease</b>
<b>HR</b>	<b>Human Resources</b>
<b>HQ</b>	<b>Head Quarter</b>
<b>GS</b>	<b>Gaza Strip</b>
<b>GIS</b>	<b>Geographic Information Systems</b>
<b>GPS</b>	<b>Global Positioning System</b>
<b>LGU</b>	<b>Local Governance Unit</b>
<b>LWSC</b>	<b>Land and Water Settlement Commission</b>
<b>PA</b>	<b>Palestine Authority</b>
<b>PLA</b>	<b>Palestinian Land Authority</b>
<b>WB</b>	<b>West Bank</b>

## **Definitions:**

**Block:** A geometric sketch of aerial photo map for a specific area of land parcels, located near each other, within one geographic area, with a specific scale.

**Land Parcel\Parcels:** is a separate part of the land, has a specific boundary, that belongs to one owner or more.

**Registered Area:** An area contains blocks prepared according to the law of 40\1953, and all settlement processes in these blocks had been finished, showing the boundaries for each parcel and the name of owners, all the parcels have official parcel titles produced by PLA.

**Unregistered Area:** A block prepared according to the law 40\1953, but the settlement processes did not complete, due to the war of 1967.

**Settlement Agreement:** an official paper prepared by LWSC, it's the first step in the land registration and settlement process, this paper contains a tentative agreement between the LWSC and Local Government Units (LGU) to start the settlement process.

**Settlement Orders:** the second step in the settlement processes, it's an official step according to the law of 5\1967, under the main law of settlement (40\1952), this step gives LWSC permission to collect all the needed data (such as the list of owners) from PLA and other organizations to start the land registration, taking in consideration that the settlement order must be published in the official newspaper.

**Settlement Announcements:** The third step in the settlement process, it's an official step according to the law of 5\1967 under the main law of settlement (40\1952), this step gives LWSC permission to announce the community is subject to the settlement process and land registration.

## **Chapter 1: Introduction and Background**

### **1.1) Introduction:**

The Land is one of the most important issues for humans, since the first human, most of the wars in the world happened due to the land occupied.

The land for the Palestinian people is very important, since 1948, Israel occupied the land of historical Palestine, and in 1967, Israel occupied West Bank and Gaza strip (Swidan), since these dates the Palestinian try every day to save their land and trying to save it from Israeli settlements and colonies, so the land issue is the most important issue for all Palestinians.

The land registration word had been appeared for the first time in Palestine by Ottoman, the main purpose for this process was to collect taxes from citizens.(سليمان، 2014)

#### **A). The land Registration During British Mandate:**

In 1920 when the British government mandate Palestine they took over this process and they decide to draw and map all cities and villages in Natural Blocks or British Blocks, this term defined as” the administrative for city or village, the boundary defined depending on the nature for example; streets, valley, river...etc. The natural block contains a site of the village or city, without the boundary of parcels”. (دليل اجراءات التسوية، 2018)

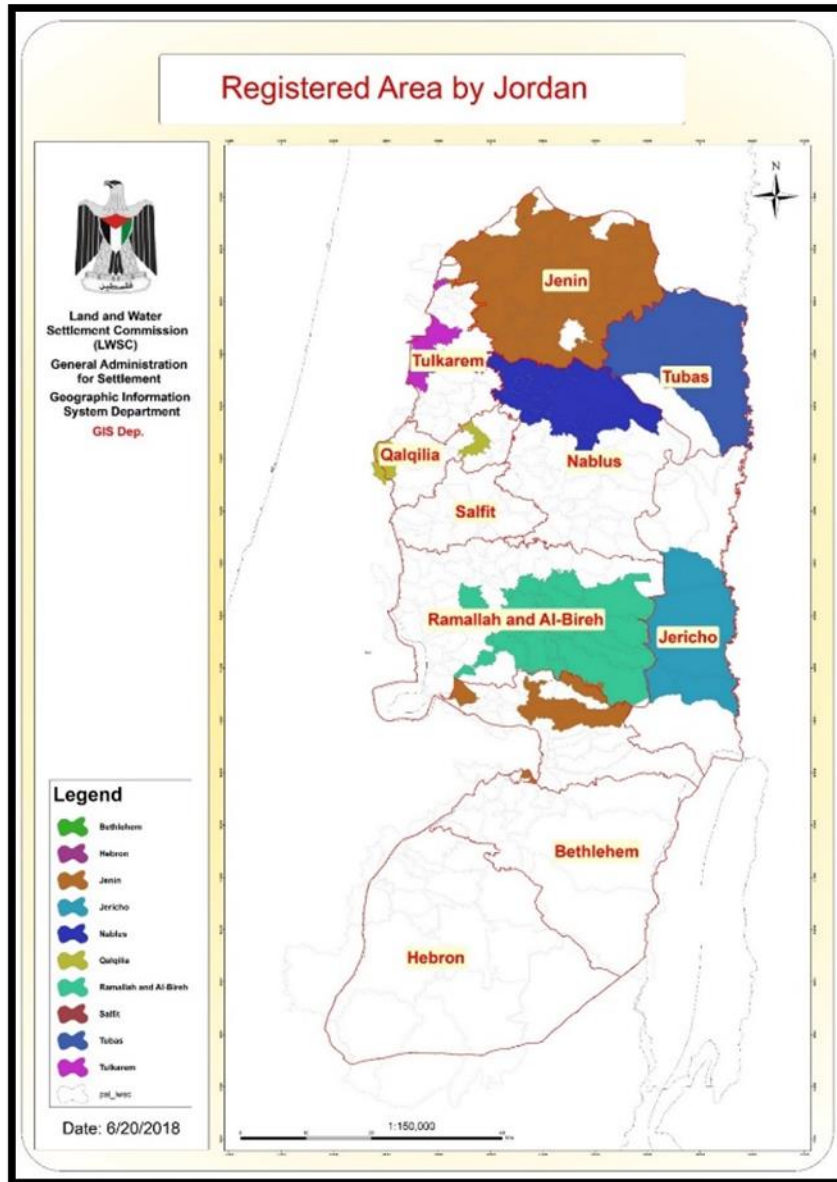
The land registry process started in 1936 by the British government and stopped in 1948 after the Jewish occupied Palestine. The land registration and surveying in Palestine is not a new process, the British occupation creates the base of the surveying process in Palestine, after occupying the land.

**B). The land Registration During Jordanian Rule:**

In 1952 the Jordanian government in West Bank decided to start the surveying and registration for land in West Bank (سليمان، 2014), to parcel title for landowners, the called this process the land and water settlement, and this term defined as, a sequence of processes to solve all the problems about the property of the land or the water sources, and then registering them to the owner how belongs to, even individuals or groups”.

(سليمان، 2014)

In 1967, WB and GS were occupied by the Israeli occupation, the settlement processes had been stopped after the war of 1967, around 30% of WB were registered, on the other hand, 70% of WB were not registered. (سليمان, 2014), the next following map shows the registered area was done by the Jordanian governorate before the war of 1967.



Map 1: The registered area by Jordan.

Map source: Land and Water Settlement Commission\ GIS Dep.

### **C). The Land Registration During Israeli Occupation (after the war of 1967):**

After the war of 1967, the Israeli occupation stopped all the registration for the land in WB and GS by announcing military order 291, moreover, the Israeli occupation

announced another military orders, such as order number 59, all of these orders aimed to control and confiscation the land in WB and GS. (سليمان, 2014).

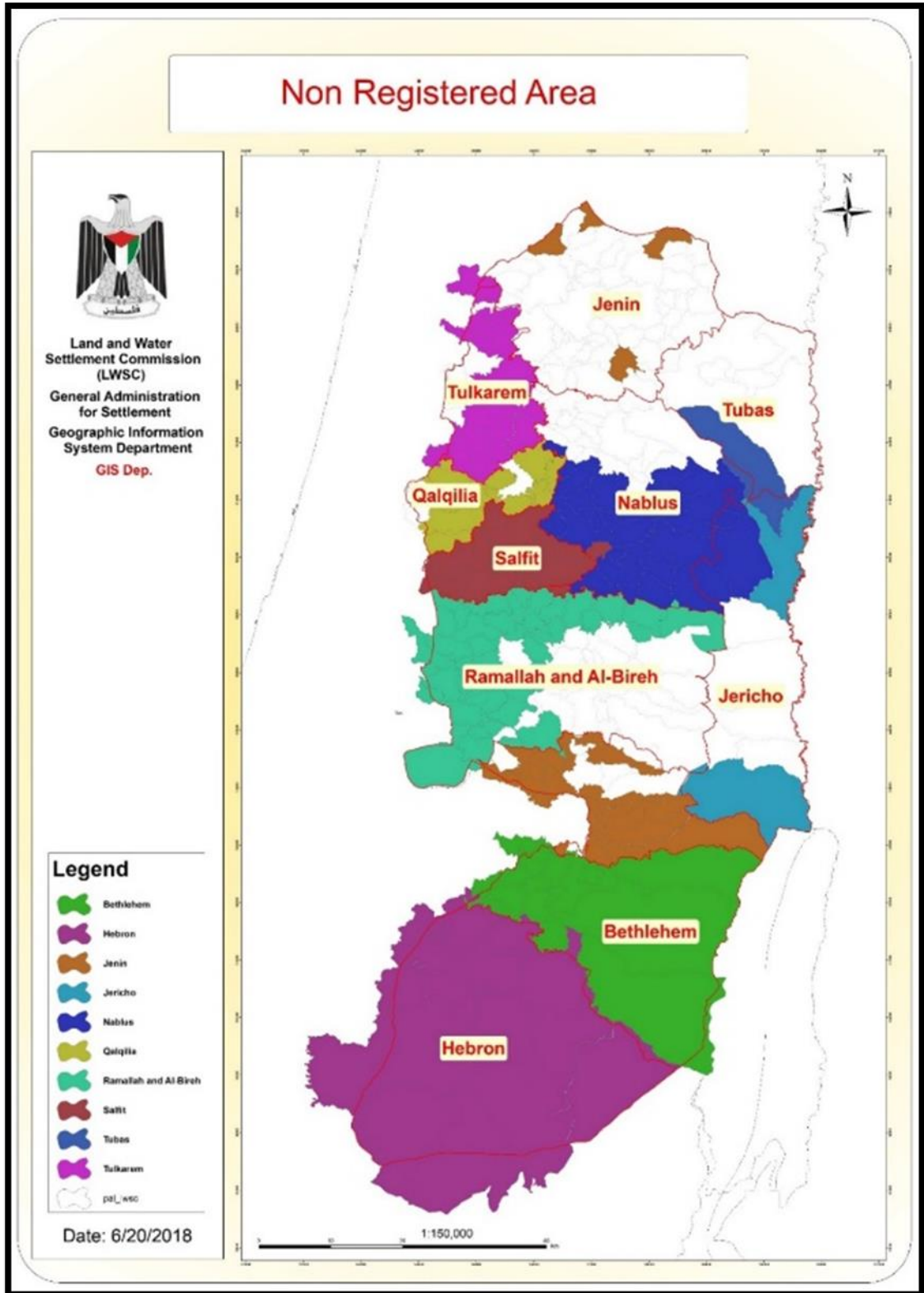
**D). The Land Registration During Palestinian Authority (after Oslo agreement):**

In 2002, a presidential order (10\2002) had been announced to establish the Palestinian Land Authority (PLA), this organization aimed to manage the Palestine land parcels in WB and GS. Unfortunately, the land registration started lately, due to lack of the required tools, equipment, and staff, to continue the land registration in WB and GS. (سليمان, 2014).

In 2006, PA decided to start the land registration, PLA took the responsibility to do this mission, the first attempt at land registration in WB by PLA, had been supported by the Finnish government for the first time. PLA registered Betunia city, Qarawet Bani Zaid, and BirNabala as a first stage. (سليمان, 2014)

In 2016, the president of Palestine announced a presidential rule (7\2016), to establish a new governmental organization to register the unregistered land parcels in WB and GS, called the Land and Water Settlement Commission (LWSC). (المقتفي، 2016).

LWSC took the mission to continue the land registration in WB, by opening settlement offices in the target communities, around 3.7 million Dunms need the registration process, the next following map represents the non-registered area, LWSC must register all of these areas in specific time according to the presidential rule (7\2016). (التقرير، 2019, 2019). (السنوي 2019, 2019).



Map 2: The non-registered area

Map source: Land and Water Settlement Commission\ GIS Dep.

### **E). COVID-19 In Palestine:**

In March 2020 president Mahmood Abbass announced the coronavirus state of emergency in the whole of the WB and GS, the private and public sectors entered in the full lockdown continually for more than 40 days. (عباس, 2020).

#### **1.2) The Research Problem:**

The LWSC started in 2016, to register all the parcels in West Bank, according to the previous strategic plan 2020-2022 of LWSC, they expected that will finish by 2022, but, this old plan cannot implement it, since the rest area (around 2.7 million Dunms) need more than 3 or 4 years to finish it inaccurate process. (الخطة الاستراتيجية 2020-2022, 2019)

According to the general manager of the settlement, the previous strategic plan used a non-scientific and non-logical indicator, moreover, he mentioned that it's impossible to survey and register 1 million Dunms each year. (Jawaresh, 2021)

LWSC works now on a new strategic plan, this plan has an accurate scientific indicator, the new plan suggests that the LWSC processes will finish by 2032 (after 10 years) (Jawaresh, 2021).

This research will:

- 1) This research will evaluate the LWSC achievements in 2020, and LWSC strategic plan during COVID-19, depending on the strategic plan of LWSC (2020-2022).
- 2) This research will give advice and recommendations to LWSC in preparing the new strategic plan.

**1.3) Research Significance, Justification, and Importance:**

- 1) Coronavirus affected the land registration process in LWSC, and the yearly accomplished area dropped to 150,000 Dunms (Berat, 2021), thus this research is very important to study if the implementation of the strategic plan is affected by this pandemic in 2020 or not.
- 2) Since the COVID-19 pandemic is new in the world, many studies are needed to study the effects, and to learn from results.
- 3) This research will give a general result about the performance of the public sector in Palestine, so we can measure other governmental organizations from the result of this research.
- 4) LWSC is preparing a new strategic plan, thus these research results could help the organization in the new plan.

**1.4) The Objectives of the Research:**

The expected research objectives are:

- 1) The result of the research may help LWSC in developing the new strategic plan.
- 2) The researcher will evaluate the actual implementation action of the strategic plan (2020-2022), so the LWSC will get benefits from the evaluation.
- 3) Evaluating the effect of the COVID-19 pandemic on the public sector, especially on the land sector, since this sector considers as one of the most important sectors in Palestine.
- 4) The settlement process is one of the most important issues in the Palestinian community, unfortunately, there is a lack of researches that discusses this subject, so the library in the Palestinian universities needs more researches about the settlement process.

### 1.5) The Research Questions:

-What is the evaluation performance of the governmental sector during the Coronavirus Pandemic?

-What is the needed modification for the new strategic plan of LWSC (strategic plan 2032)?

### 1.6) The Hypothesis Variables:

Hypothesis 1:

“There is a relationship between the Coronavirus pandemic and the slowdown in the registration process in LWSC in 2020”

Hypothesis 2:

“There is a relationship between the slowdown in the implementation of the strategic plan in LWSC, and the affected settlement process during a lockdown of the COVID-19”.

### 1.7) The Dependent and Independent Variables:

For Hypothesis 1:

The **independent variable (The cause)** is “The Coronavirus pandemic”

- 1) The spread of the COVID-19 pandemic in the cities of the West Bank.
- 2) The lockdown due to the COVID-19 pandemic.
- 3) The economic situation due to the COVID-19 pandemic.
- 4) The rumors and conflict news about the COVID-19 pandemic.

The **dependent variable (The effect)**: is “The slowdown in the registration processes in LWSC in 2020” For Hypothesis 2:

**The independent variable** (The cause) is” the affected settlement process during a lockdown of the COVID-19”

- 1)Land registration (legal side and objections).
- 2)Land surveying (technical side).
- 3)Land process achievements.
- 4)LWSC staff.

**The dependent variable** (The effect) is “The slowdown the implementation of the strategic plan in LWSC”

### **1.8) About LWSC:**

LWSC is a governmental organization established in 2016, to complete all the uncompleted registered areas in WB which is around 3.7 million Dunms in all of WB. According to the previous strategic plan of the LWSC, it was expected to finish all the registration processes by 2022. (الخطة الاستراتيجية 2020-2022، 2019).

From 2016 until the beginning of 2020, the LWSC finished around 1.0 million Dunms from 3.7 million needed for registration, according to the previous strategic plan for LWSC, there are another 2.7 million Dunms need to finish by the end of 2022, to accomplish all needed surveying area in whole West Bank.-2020 (المياه، الخطة الاستراتيجية 2020-2022، 2019).

But, after the COVID-19, the registration and surveying process decreased and some governorates (ex.Bethlehem and Hebron) were affected negatively due to COVID-19, (Jawarsh, 2021).

LWSC decided to establish a new strategic plan, this plan will help the organization to finish all the settlement process, according to the head of LWSC Mr.Mohammad

Sharakeh, the organization need more than 5 years to finish all the settlement processes, he also mentioned that this new plan will evaluate every 3-4 months, to check the achievements and match them with the indicators. (Sharakeh, 2021).

The LWSC as a governmental organization has a vision and mission, all the staff is working under the organization's vision to deliver the organization's mission to all Palestinian communities.

The vision is:

“Through clear and documented real estate property rights, that contribute to sustainable social and economic development in Palestine State” (المياه, الخطة الاستراتيجية, 2020-2022, (2019)

And the mission is:

“A governmental Palestinian organization with legal personality, that seeks to settle and survey the land of the State of Palestine, through the development of the legal and technical environment, surveying of the spaces, and field settlements for the land, and its real estate and water sources” (المياه, الخطة الاستراتيجية, 2020-2022, 2019)

### **1.9) The LWSC's Staff:**

LWSC has a huge staff distributed in 11<sup>th</sup> different governorate in WB, referring to Human resources department in the organization, by the end of 2019, the total number of the LWSC's staff was 711 employees, around 661 from the total number of employees were still on their jobs, and the rest employees were absent from their job for several reasons (leave without pay, maternity, etc.) (Shareb, 2021). The employees distributed under 3 main jobs categories, these categories are administration jobs, technical jobs, and laws jobs. (المياه, التقرير السنوي 2020, 2020)

In 2020, the total number of employees 2020 was 743 employees, around 695 employees were still on their jobs, and the rest were absent for several reasons (leave without pay, maternity, etc.) (Shareb, 2021)., The employees distributed under 3 main jobs categories, these categories are: administration jobs, technical jobs, and laws jobs. (المياه, التقرير السنوي 2020, 2020)

The next following table represents the employees' distribution, depending on their job's categories, in 2019 and 2020:

Table 1: The employees' distribution depending on their job's categories

Category	No. of employees by the end of 2019	No. of employees by the end of 2020
Administration jobs	400	472
Technical jobs	189	189
Laws jobs	82	82
Total	711	743

Source: (Shareb, 2021)

In 2019 and 2020, the president of the state of Palestine, Mr. Mahmood Abbass announced a presidential dissection to stop all appointments and promotions for all governmental employees due to several reasons (one of these reasons is the COVID-19). (AMAN, n.d.)

LWSC's staff is distributed in all WB governorates, and only 1% work in GS, the next following table represents the distribution of LWSC staff in WB and GS.

Table 2: The distribution of LWSC staff in WB and GS

Workplace	Percentage
North of WB	26%
Middle of WB (LWSC offices and HQ)	39%
North of WB	39%
GS	1%
Total	100%

Source: (المياه, التقرير السنوي 2020, 2020)

#### 1.10) The LWSC Achievements:

According to the proposed strategic plan (2020-2022) for the LWSC, the organization achievements are:

Table 3: Land area achievements (2016-2019)

	2016	2017	2018	2019	Total
Dunms achievements	13,309.0	49,814.0	146,707.710	715,399.9	925,230.61

(المياه, الخطة الاستراتيجية, 2020-2022, 2019)

In this year, COVID-19 spread in the whole of the world, Palestine as a part of the world, affected by this virus, President of Palestine, Mr. Mahmood Abbas declare the emergence in whole WB and GS, due to COVID-19, (عباس, 2020).

In 2020, LWSC was affected hardly by the COVID-19, according to Mrs. Muna Berat (the head of the GIS department), said that the LWSC's achievements dropped to 150,000 Dunms only, by comparing this achievement with a year before (2019), the achievements dropped more than 80%. (Berat, 2021).

## Chapter2: The Theoretical Framework and Literature Review

### A) Introduction:

This chapter presents the theoretical framework, literature reviews, and any other previous studies that related to the subject of the research.

### B) The definition of Strategic Planning:

The strategic planning term has many definitions; the accurate definition depends on the requirements from the strategic planning, moreover, the definition of strategic planning changed over time, starting from 500 B.C. Until now, this strategic planning used in the military as war techniques (دور التخطيط الاستراتيجي في تحقيق تنمية سياحية مستدامة دراسة حالة: الجزائر، 2016). In the 1920s, the term of strategic planning was developed by Harvard University, this new term called the Harvard model, and is considered as the first model for strategic planning for the private sector (الجنابي). Now, the term of strategic planning is used within the terms of modern management, side by side with the term of strategic thinking, to achieve the specific goals, within the available resources. (الجنابي)

Strategic planning as a process: A process begins with settings the goals for an origination, defining strategies and policies to achieve them, and developing detailed plans to implement them. (A.STEINER, 2008).

Strategic planning is “the systematic identification for the threats and opportunities that could happen in the future, which in combination with other relevant data provide a basis for a company’s making better current decisions to exploit the opportunities and to avoid the threats” (A.STEINER, 2008)

According to (Clarke, 2001), strategic planning is defined as “The process of defining what an organization is about, deciding what is, and is not the priority for the use of resources and setting out a clear direction and concrete goals for the future” .

### **C). The Importance of Strategic Planning:**

The strategic plan is one of the most important components for the organization, a good strategic plan should balance the available resources and productivity (E.Lawlor), According to Mr.Mustafa Abu Baker (2005 ، بكر), he mentioned that strategic planning becomes very important in any organization in the world due to these factors:

- 1)The strategic planning methods have become very important for strategic thinking and working for the administrative departments, to avoid problems and shrinking of resources.
- 2)It's a very important method to avoid uncertainty and its problem in the organization.
- 3)It's very important to invest in the available opportunities to achieve the goals of the organization.

### **D). The Benefits of Strategic Plans:**

The strategic plan is a very important issue in any organization, since the employees or the volunteers in any organization are busy with day-to-day works, it's easy to forget the overall picture of the organization, planning strategically means “people have to take a step back from the immediate and look to the long or medium-term future for the organization” (Clarke, 2001).

The planning aims to identify the priorities and choose options to allocate the key priorities, moreover, the planning helps the organization to ensure to respond crises and deal with problems that may face the organization. (Clarke, 2001).

According to (Kabeyi, 2019) the organization gets significant benefits from a good strategy plan, it gives the following benefits for the organization:

- 1)The strategic plan helps an organization to predict the future, and prepare for any uncertainty that may affect the organization, moreover, strategic planning can make the organization more adaptive.
- 2)Strategic plan is a tool used to achieve goals through the available resources.
- 3)A good strategic plan will increase the market share and revenue for the organization.
- 4)Strategic plan gives opportunities for the organization to investigate the future systematically.

#### **E). The Components of Strategic Planning:**

- The Vision:

The vision of the organization means the visions and ambitions that the organization wants to achieve, in addition, the vision must be clear, direct, realistic, and applicable, all staff and individuals should participate with each other in collaboration with HQ and managers to define the vision.(الاردني), (يوسف, 2010).

- The Mission:

The mission of the organization represents the philosophy, vision, and goals of the organization, moreover, a good mission must represent the customer (target communities), the quality services that the organization provides, and the speech of the HQ in the organization. (يوسف, 2010).

- Values Statement:

The values of the organization represent the ethics, principles, and beliefs the organization will follow through the strategic plan. (الاردني)

- The Environmental Analysis:

The environmental analysis is divided into two parts:

1)The internal environment:

The internal environments aim to define the strengths and weaknesses in the organization, these environments included the resources (The 5M's) that the organization owned them, these 5M's are: Manpower, Materials, Money, Means, and Marketing system. (يوسف, 2010)

2)The external environment:

The external environments aim to define the opportunities and threats that the organization may face from outside of the organization (surrounded factors), such as policies from states, these factors are: political, economic, social, technological, legal, and environmental. (يوسف, 2010)

- The Goal:

The goal is a specific target, or result that the organization desire to achieve, the goal consider as the destination for the organization. (A.STEINER, 2008).

- Action Plans &KPI's:

The main purpose of the action plans is to achieve long-term objectives, smaller groups and units such as cross-divisional work teams should develop the action plans, in addition, the action plan can be divided into action steps with an individual to specify responsibility to achieve the required tasks. (E.Ellis, 2010).

The KPIs (Key Performance Indicators), “is a measure of an essential outcome of a particular organizational performance activity or an important indicator of the health of the division” (E.Ellis, 2010).

#### **F). Strategic Planning Obstacles:**

The strategic plan may face obstacles during development steps or implementing it, these obstacles could be internally (internal environment) or externally (external environment), these obstacles are:

- Misunderstanding of how to develop or prepare a strategic plan.
- Lack of focusing on the strategic plan, and constrain the midst of daily execution and management.
- Non-participation of all employees in implementing the plan.
- The plan is not a part of the community’s culture.

#### **G) Strategic Planning In The Palestinian Governmental Sectors:**

Strategic planning in Palestine has been started in 1993, because before this date, the Palestinian communities were administrated under the so-called Israeli civil administration, thus it’s impossible to deal with any strategic planning processes. (ردايدة، 2006)

The Palestinian governments especially the Ministry of Planning (MOP), prepared many strategies and plans since 1993, to help the local communities in the development and reform of different sectors, in addition, these plans aimed to fill the needs of Palestinian communities who suffered from the unfairness and injustice by the Israeli occupation. (ردايدة، 2006)

The PA (Palestinian Authority) tried several times to fund the projects of strategic planning, however, many obstacles appeared and prevent to implement these plans in the right way, the political situation of the Palestinian Authority and the Intifada 2000, added more obstacles in front of planning in many sectors in Palestine, moreover, lack of funding for these projects added another obstacle for any new strategic planning projects. (ردايدة, 2006)

Some obstacles that planning faces in Palestine are:

- An obstacle resulted from occupation and confiscation of the Palestinian land, building the separation wall, and the closure between the governments.
- Lack of needed funding for planning, and reliance on external funding.
- The restricted terms imposed by donors, especially the USA and EU donors.
- A high cost for experts and specialists for the external projects.
- Lack of interest from the donor in applying the real development in Palestine.

#### **H) The Previous Studies:**

##### **Topic #1:**

**The Relation Between the Strategic Plan and The Performance of The Staff in the Public Technical Colleges in Westbank (Site Analysis Study).** (يوسف، 2010)

The main goal of this research is to define the relationship between strategic planning and the performance of the staff in the public technical colleges in WB, by using the site analysis study method. This study was conducted between Jan-2009 and Feb-2010 (يوسف، 2010).

The main reason to make this study is to concentrate on the strategic planning studies in the technical learning sector, and the performance of the human resources in this sector, to measure and evaluate this performance, the result of this research will help the decision-makers in these colleges. (يوسف، 2010)

The researcher chose the questionnaire forms to measure the relation between the strategic planning and the performance of the staff in the technical governmental colleges in WB these forms were evaluated by professionals, the sample size was 180 sample, it was distributed randomly between the academic and administrators' staff in Ramallah and Hebron Governorate The researcher selected SPSS programs to analyze the data from the questionnaire forms.

The most important results that this research come up with it are:

- 1) There is a principle of strategic planning in the public technical colleges but, in the mid-range.
- 2) There are a vision, mission, and goals for these colleges but, these components are not clear.
- 3) There is a lack in the implementation of these plans.

Moreover, this research found that there is a high centralization in the strategic planning for these colleges, these colleges cannot improve their performance due to this high centralization.

The most obstacles for strategic planning that this research found them are:

- 1) There is a lack of responsibility for administrators in acting in these colleges.
- 2) There is a problem with the incentive's programs.

-How is my research topic related to this one?

This topic is related to the proposed research, both types of researches are shared in the next following points:

- 1)Both of the researches are about strategic planning in the public sector, one of them about the governmental public colleges and the other one (the suggested research) about the ministry (governmental organization).
- 2)Both of the researchers use the questionnaire forms to collect the data, and the suggested research will use SPSS programs to analyze the collected data.
- 3)The proposed research will evaluate the implementation of the strategic plan, and the research in literature review used the method of evaluation of the strategic plan, by evaluating the performance of the staff in the colleges.

**Define the knowledge gap in the literature that is linked with the justifications of the study.**

The main gap for this research is that the researcher distributed the questionnaire forms only in 2 governorates (Ramallah and Hebron), however, there is a technical college in Tulkarm (Al-Khodore college) and this college is a technical college, and the researcher did not mention that he distributed forms in Tulkarm or not in this research, all governorates will be included in the study area, since LWSC provide registration services in all non-registered area in WB.

**Topic #2:****The Degree of Application of Strategic Planning in the Directorates of Education in the Governorates of the West Bank, From the Point of View of its Employees**

(كردي، 2010).

The planning tool is one of the most effective tools in the administration process, it's very difficult for any organization to do its activities without this tool. Successful management depends directly on the success plan, and using human intelligence.

**The Research Problem:**

Studies and working papers recommended that universities, research centers and institutions should build their strategic plans, and apply them, and to achieve high accuracy in implementing the strategic plans, the country organizations must apply the same in all their organizations.

At the local level, there is an interest from the ministry of education and higher education with strategic planning, the first strategic plan prepared by the ministry of education was in 2001, it was a plan for 10 years, and the ministry started to implement it in 2005.

The problem question is “At what level in the implementation of the strategic plan in education directorates in West Bank governorates from viewpoint of the employees?”

**The Importance of Research:**

1)-The researcher expected that the planners in the educational sector, and the decision-makers will get benefits from this research, and it will help in putting the strategies and tools to develop the educational administrations.

2)-This research will add new information to the Arab library in general.

3)-Other researchers and the interested in education, and will get benefits from this research.

### **The Research Methodology:**

The researcher used the qualitative methodology.

### **The Study Area:**

The selected study area was all from all staff in all WB governorates, except the daily workers, office boys, drivers, and secretaries, their total number was 1198 employees.

### **The Sample Size:**

The sample size was 417 employees, all of them, the researcher used the questionnaire forms in collecting the required data, this form had been displayed to 15 professional persons from the ministry of education.

### **The Study Procedure:**

This study had been done in next following steps:

1)-Create the study tool.

2)-define the study area.

3)-Prepare an official letter from graduate studies in An-Najah University, and send them to the ministry of education.

4)-The researcher distributed the forms according to sample size, 510 forms had been distributed.

5)-Analyze these collected data from forms by using SPSS software.

6)-Found and describe the results and conclusions, and suggest a recommendation.

**Topic #3:****The Strategic Plan of LWSC (2020-2022)** (المياه, الخطة الاستراتيجية 2020-2022, 2019)

## Introduction:

The planning process is considered one of the important things in the success of any activity, as it helps in defining goals and determining the human and material capabilities necessary to implement the goals and coordinate all work based on cooperation and harmony between individuals and different departments. It is an effective means in achieving internal and external control over the extent to which the objectives are implemented and also helps in developing the skills and capabilities of managers and officials through their development of plans and programs. Therefore, the Palestinian LWSC seeks to develop and organize its work, thus, the strategic plan of LWSC, has the main goal, which is to finish the settlement process in all of West Bank by the end of 2022.

The strategic plan: is one of the main skills in leading, to deliver to the right way, and this can have achieved by answering several questions:

- What do we want to do?
- How to get to what we want?
- What are the factors that will help us to achieve the goal?
- What are the available alternatives to achieve the goal?
- What is the best alternative?

The benefits of the strategic plan are:

- 1) The strategic plan is a supportive process to the administration.
- 2) Strategic plan provides a mutual vision.

- 3) Important for fundraising.
- 4) It helps to provide the priorities.

The Strategic Plan (2020-2022):

Since the organization has a fixed time to finish all the settlement process (surveying and registering land parcels) in all of West Bank within 5 years, it was agreed to concentrate on one goal, which is to finish all the settlement processes, moreover, there were another 2 sub-goals.

The main goal: finish all the settlement process in West Bank by 2022.

The LWSC will work on finishing the settlement process in 2022, the remaining area that needs to be surveying and registering around three million Dunms, distributed on all of West Bank governorates, these remaining area will divide into three separated times:

- First year: LWSC should finish at least 1,000,000 Dunms.
- Second year: LWSC should finish at least 1,000,000 Dunms,
- Third year (the year of 2022): LWSC should finish the rest area from the three million Dunms.

There are 2 sub-goals to increase accomplish of the main goal:

Sub-goal #1: Increase the awareness of the communities about land registration:

- Announce the settlement processes in the mosques, churches, schools, and any other public spaces.
- Design brochures that contain details about the settlement and land registration process.

Sub-goal #2: A full training program for the LWSC's staff.

- Training is one of the most important factors in accomplishing the land register, so it's important to put a good training plan for the staff (required staff).

**Monitoring and Evaluation Process:**

A specific follow-up mechanism will be established with all LWSC's offices in all governorates to ensure commitment to the required achievement, which will eventually lead to achieving the general goal.

- Completion reports shall be submitted daily basis by all offices to the General Administration of Settlement, and they will be studied and the level of achievement determined.
- Carry out periodic visits to all governorates to see the progress of work and to ensure that all are committed to the plan.
- Forming a committee whose main work will be follow-up and evaluation, as well as working to develop a mechanism to reduce the obstacles facing settlement work.
- Ensuring commitment to the annual achievement, which will be at least one million Dunms.

The current situation for West Bank:

According to the surveying and registration results, LWSC will determine the daily, weekly, and monthly achievements area that the organization must finish.

Table 4: Land area achievements (2016-2019)

	2016	2017	2018	2019	Total
Dunms achievements	13,309.0	49,814.0	146,707.710	715,399.9*	925,230.61

\*This area included the dead sea area = 178,817.13 Dunms

Source: GIS department\LWSC

### The Required Achievement Area:

LWSC strategic plan (2020-2022), suggested how to accomplish the surveying and registration processes in the next years, the following table shows the required area:

Table 5: The registration situation in WB governorates

Governorate	Governorate area	Registered area (before 1967)	Non-Registered area	Completed register area until 9\2019	Required achievement area
Bethlehem	658,872.490	0.000	658,872.490	116,408.944	542,463.546
Hebron	996,648.483	0.000	996,648.483	77,509.579	919,138.904
Jenin	583,010.719	538,151.472	44,859.247	32,136.682	12,722.565
Jericho	592,801.982	265,147.636	327,654.346	178,817.127	148,837.219
Jerusalem	344,447.494	90,230.874	254,216.620	7,655.822	246,560.798
Nablus	600,304.641	219,843.508	380,461.133	27,618.461	352,842.672
Qalailya	171,073.672	33,066.319	138,007.353	18,559.928	119,447.425
Ramallah and Al-Bireh	855,574.570	384,824.875	470,749.695	137,687.355	333,062.340
Salfet	203,703.912	0.000	203,703.912	61,898.763	141,805.149
Tubas	401,670.622	325,271.413	76,399.209	4,712.218	71,686.991
Tulkarm	246,162.875	57,657.297	188,505.578	41,590.522	146,915.056
<b>Total</b>	<b>5,654,271.460</b>	<b>1,914,193.394</b>	<b>3,740,078.066</b>	<b>704,595.401</b>	<b>3,035,482.665</b>

Source: GIS department\LWSC

The strategic plan suggested surveying teams to finish the required area, these teams contain staff and technical equipment, each team will work in the field (surveying), and the settlement offices (legal affairs), the team will include one legal employee, one engineer, one surveyor, one registration officer, and one administration officer.

Moreover, each GPS device can survey up to 40000 Dunms, and every 80000 Dunms need one car, the surveying team must finish 9 Dunms each day.

The strategic plan suggested providing up to 320 surveying teams to finish up to one million Dunms each year to finish all the registration and surveying processes by 2022.

**Recommendations:**

- 1) All needed requirements must provide to accomplish the settlement process during 2020-2022.
- 2) All the departments and offices of the LWSC must contribute to each other to achieve the main goal of the strategic plan.

The gap of this case is:

1-This strategic plan did not specify the role of each department (GIS Dep, Surveying Dep, HQ,etc) in this strategy.

2-This plan did not define the risks and effects, such as the Israeli occupation, that could prevent the organization from achieving the strategic goals.

3-This plan contains the main title without discussing the details of the strategic plan.

4-The researcher considers this plan as a guideline for the organization, this guideline can be used to build a strategic plan.

The gaps in this topic are:

- 1). This plan lack of clear indicators to measure the achievements of the organization (general indicators).
- 2). The monitoring and evaluation process is not clear, only one type of report is mentioned (daily report), however, LWSC established many types of reports at different times during the year.
- 3). The recommendations of the plan are general, most governmental organizations in Palestine need these recommendations, LWSC must have a special recommendation.
- 4) This plan did not contain any indicator about the settlement process (agreements, orders, and announcements) for each governorate, to measure and evaluate the LWSC's achievements in this indicator.

#### **Topic #4:**

#### **The Impact of Land Settlement on Land Use (2009-2018)-Dura As A Case Study**

(عواد، 2021)

This thesis aimed to study the effect of land settlement and registration in city of Dura in Hebron governorate, starting from 2009 until 2018, by using the aerial photogrammetry of Dura in 2009,2014, and 2018. (عواد, 2021)

#### **The Research Problem:**

While the researcher works in LWSC, he recognized the increase in the urban growth on the agricultural land parcels, in addition, there is a reclamation of rocky lands especially in the un-registered area that LWSC started the land registration process in it. Thus, the researcher found that most land parcels in the study area were owned by a few

citizens' numbers, later, after finishing and finalizing the land registration of the same land parcels, to greater number of citizens, thus the land use was affected by this increase of owners. (عواد, 2021)

### **The Importance of the Study:**

Many factors affect land use in any geographic area, but, the human effect is considered the highest effect. This study is very important since it focused on the most effective way to use the land, which will make a way in establishing a database in the land use process, and increasing the ability in planning for this area. Moreover, this thesis is unique, since it studied the effect of land registration by LWSC and its effect on land use in WB.

### **The Research Question:**

1-Did the settlement and land registration process affect land use?

This question has 2 sub-questions:

A-What is the changing area in land use?

B-What is the change in land use?

2-Did the settlement cause property fragmentation?

### **The Research Hypothesis:**

-The settlement has a huge effect on land use.

-The settlement caused a huge change in land use, by using the land reclamation process.

- The study assumed the Palestinian settlement process in rural areas had a huge effect more than urban areas.
- The Palestinian settlement process caused the property fragmentation.

**The Methodology and Study Tools:**

The researcher used 4 methodologies:

- 1-The historical methodology.
- 2-The description methodology.
- 3-The comparing methodology.
- 4-The analyzing methodology.

**The Study Results:**

- 1-By analyzing and study of the aerial photo of Dura, the researcher recognized a clear change in the land use in the study area.
- 2-By comparing the land use before and after the Palestinian settlement, the researcher recognized a huge change in land use in the study area.
- 3-The change in land use in Dura city after the Palestinian settlement is less than a suburb of Dura.
- 4-There is a huge change in the agricultural area, and replace it with urban area.
- 5-The urban growth in Dura city more than Dura suburb.

**Recommendations:**

- 1-Attention to the classification of land uses when conducting settlement work, and establishing a database, integrated for land classifications in the areas where settlement works are taking place.
- 2-The decision makers must work on good planning to use the land use in most effective way.
- 3-Encourage citizens to use the lands most effectively.
- 4-Encourage citizens to use their lands in farming, by providing the needed tools and equipment.
- 5-Opening the new roads must have done on the rocky lands, especially in suburb Dura.

## **Chapter3: The Research Process and Methodology**

### **3.1) The Research Methodology:**

This research uses a questionnaire form method, the annual reports announced by LWSC, the official statistical information, and an interviews method with LWSC's officers in Head Quarter (General Manager, Departments Managers...Etc.), and the Head of LWSC, to collect the data, the research used qualitative method in the questionnaires and the interviews, and used the official annual reports, official statistical information to collect the quantitative data. This research has 2 questions one of them for the general evaluation performance for the public sector in Palestine during the Coronavirus Pandemic LWSC as a case study, and the other one about the LWSC evaluation for the implementation of the strategic plan as a case study.

The qualitative methods will describe the quality issues in the strategic plan, such as the quality of the process and if any mistakes happened during the COVID-19 pandemic, the quality of the fieldwork by the surveyors. Moreover, the quantitative methods will describe the number of parcels, number of owners...etc.

The quantitative method will describe the quantity issues are achieved by LWSC, measuring and evaluating the performance of LWSC done through measuring the registered area in Dunms, and the number of parcels, blocks that have been completed in WB, through all offices.

All the qualitative data will collect by the questionnaires forms and, in the interviews, however, the quantitative data will collect by interviews, and official reports.

To answer these 2 questions, 2 separate questionnaire forms are needed, the first one, the researcher in collaboration with LWSC will distribute it to the citizens in the target

communities (The communities that LWSC works with them in the land registration process). And the other questionnaire forms will distribute to LWSC offices (staff) in the whole West Bank.

After collecting all the data from both forms, the researcher will study the answers and must analyze and study the results from this questionnaire, a SPSS statistical program will use to analyze these collected data.

### **3.2) The Study Area:**

The research studied all the governorates in WB, and will review the effect of the virus on each governorate, and will compare the situation of the land registration process in each one, the total number of LWSC's offices were 100 offices.

1) The first questionnaire form (the form for citizens in targeted communities) will distribute to some target communities in WB, taking into consideration, that all governorate is selected.

2) The second questionnaire form (forms for LWSC staff) will distribute for the HQ office, and LWSC offices in WB, taking into consideration, that all governorate is selected.

### **3.3) The Sample Size:**

There is 2 sample size, each questionnaire form will need a separate sample size:

1)The questionnaire form for LWSC staff from LWSC offices:

The total number of LWSC's staff equals **743** employees, the population size will equal only the technical and legal employees, since the independent variables in this questionnaire are about the technical and legal sides in the LWSC strategic plan.

According to the annual report of LWSC for 2020, the total number of technical and legal employees equal 271, by using the Steven K. Thompson equation to calculate sample size, the equation is:

$$n = \frac{N \times p(1 - p)}{[N - 1 \times (d^2 \div z^2)] + p(1 - p)}$$

Where N is equal the population (472), p=0.5, d=0.05, and z= 1.96. with a confidence level equal to 95%, thus, the sample size equals **159** employees, from all of the LWSC offices and HQ.

2)The questionnaire form for the citizens:

The population size (citizens), that got the land registration services from LWSC is very big, many citizens inside and outside of Palestine got the benefits from services provided by LWSC, to find the population size, the instructor and the researcher suggest asking randomly 2 persons from all of the LWSC offices in all of WB, the total number of offices was 106, thus the population size equal **212** persons should answer on the questionnaire of the citizens.

The next following table represents how many people will answer the questionnaire citizens form depending on the number of offices in each governorate.

Table 6: Number of Citizens Responses

<b>Governorate</b>	<b>Number of offices</b>	<b>People will answer the questionnaire</b>
Bethlehem	10 offices	20 persons
Hebron	15 offices	30 persons
Jenin	2 offices	4 persons
Jerusalem	6 offices	12 persons
Jericho	1 office	2 persons
Nablus	9 offices	18 persons
Qalqiliya	11 offices	22 persons
Ramallah and Al-Bira	26 offices	52 persons
Salfeet	11 offices	22 persons
Tubas	1 office	2 persons
Tulkarm	14 offices	28 persons
<b>Total</b>	<b>106 offices</b>	<b>212 persons</b>

### 3.4) The Study Tools:

The researcher used the questionnaires forms, the first form for the LWSC staff, and the second one for the targeted communities in whole WB (all governorates), in addition, the researcher developed the questionnaires forms as a tool to collect the needed data from LWSC staff and targeted communities, the researcher used the following steps in the developing process:

- 1) A review of literature related to strategic planning, its objectives, and its field.
- 2) A review of previous studies and researchers that discussed strategic planning in a governmental sector, and technical education sector.

- 3) The researcher interviewed the Head of LWSC, General Manager of the settlement, the Head of GIS department, Head of the HR department, and the Legal department.

The first questionnaires form (for LWSC staff) is divided into:

1.The first part:

- A general information about the employee, such as gender, age, educational degree...etc.

2.The second part:

The researcher used 4 different variables, with several questions for each variable, the researcher took into consideration both sides, technical and legal, in the variables and questions, since this questionnaire is qualitative, moreover, the researcher inspired the questions by reviewing previous studies, and the interviews with the LWSC staff.

The variables that have been used are:

- 1)Land registration (legal side and objections).
- 2)Land surveying (technical side).
- 3)Land process achievements.
- 4)LWSC staff.

The second questionnaires form (for the targeted communities) is divided into:

1.The first part:

- A general information about the citizen who answers the questionnaire, such as, age, gender, address.etc.

2.The second part:

The researcher used 4 different variables, with several questions for each variable, the researcher concentrated on the closure during 2020, and the economic situation during this closure, in addition, the researcher asked about the quality of the achievements of LWSC from the view of the targeted communities during 2020.

The 4 variables are:

- The spread of the Corona pandemic in the cities of the West Bank.
- The lockdown due to the corona pandemic.
- The economic situation due to the Corona pandemic.
- The rumors and conflict news about the Corona pandemic.

Both questionnaires targeted to evaluate the quality of LWSC achievements to measure and evaluate the implementation of the strategic plan in LWSC during 2020.

In addition, to measure the quantity of the achievements in land registration during 2020, the researcher used several tools, such as annual reports of LWSC starting from 2016 until the end of 2020, and comparing the target yeas (2020) with the previous, moreover, the interviews with managers of departments and the official statistical information helped in evaluation.

### **3.5) The Validity of The Study Tool:**

The validity of the tool is intended to verify that the questions of the questionnaire measure what it was designed to measure in terms of comprehensiveness, and the clarity of its paragraphs and vocabulary, meaning that the questionnaire is understandable to everyone who uses it. The researcher made sure of the validity of the tool in two ways:

### **1)The Apparent Honesty (and the Honesty of the Arbitrators) of the Study Tool:**

It's meant by apparent honesty or sincerity of the arbitrators is that the researcher chooses an exception from the specialized arbitrators and those with experience in the subject of the study. It is necessary to delete, modify and add in light of the proposals presented, and thus the questionnaire came out in its final form.

#### **A). The Internal Validity for the First Questionnaire (LWSC's staff):**

The internal consistency expresses the consistency of each paragraph of the questionnaire with the axis to which the paragraph belongs, by calculating the correlation coefficient between each paragraph of the questionnaire and the total score for the same axis. The results were as follows:

##### **A.1). The Total Score of the Employee Questionnaire: Evaluation of the Implementation of the Strategic Plan in the Government Sector in Palestine:**

Matrix values the correlation of the paragraphs of the study form's axes "Evaluation of the implementation of the strategic plan in the government sector in Palestine" with the total score of the form was statistically significant, which indicates that there is internal consistency for the fields of the study form, and thus the quantitative degree of the form is considered honest and measured what it was designed to measure.

Table 7: The result of Pearson Correlation for LWSC's staff questionnaire variables

<b>No.</b>	<b>Variable</b>	<b>Pearson Correlation</b>	<b>Sig</b>
<b>1</b>	Land registration (legal side).	0.600**	0.000
<b>2</b>	Land surveying (technical side).	0.787**	0.000
<b>3</b>	Land process achievements.	0.788**	0.000
<b>4</b>	LWSC staff.	0.816**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### A.2) The First Variable Land Registration (Legal Side):

The values of the correlation matrix of the paragraphs of the first axis: "land registration (the legal side)" with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 8: The result of Pearson Correlation for first variable (LWSC's staff questionnaire)

No.	Paragraph	Pearson Correlation	Sig
1	Claims work and land registration work according to the plan of the settlement office in the town that carries out the settlement work	0.508**	0.000
2	There was an obstruction in the conduct of allegations and land registration during the Corona pandemic, especially at the beginning of the pandemic.	0.268**	0.000
3	You think that some citizens were unable to reach settlement offices and review legal matters during the Corona pandemic	0.416**	0.000
4	The period of announcing the finished blocks for the communities (30 days) is not sufficient during the period of the Corona pandemic	0.614**	0.000
5	There is a percentage of citizens whose names are registered in the table of rights, who were not able to object or see their names and rights during the publishing period during the Corona pandemic	0.678**	0.000
6	Some citizens were not able to claim their property and lands in the areas that have the settlement process during the Corona pandemic, and therefore it was registered as the treasury of the State of Palestine or the endowments because it was free of any claim.	0.590**	0.000
7	Citizens found it difficult or challenging to reach the	0.633**	0.000

	settlement offices during the closure that was imposed on some affected areas.		
<b>8</b>	The legal work (claim, registration, objection, etc.) proceeded in the settlement office in which you work or in the legal departments by the general strategic plan of the commission.	0.336**	0.000
<b>9</b>	Delayed the announcements of some blocks as a result of the delay in completing the technical aspect of the blocks to be announced.	0.308**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### **A.3) The Second Variable Land Surveying (Technical Side):**

The values of the correlation matrix of the paragraphs of the first axis: "land surveying (the technical side)" with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 9: The result of Pearson Correlation for second variable (LWSC's staff questionnaire)

<b>No.</b>	<b>Paragraph</b>	<b>Pearson Correlation</b>	<b>Sig</b>
<b>1</b>	The field survey work was greatly affected during the COVID-19.	0.516**	0.000
<b>2</b>	There was a reluctance of citizens to mix with survey companies or employees of the LWSC for fear of infection with the Coronavirus.	0.623**	0.000
<b>3</b>	There is a percentage of citizens who were not able to stand on the neck of their plots of land to survey them in the field because they live far from the places of their plots as a result of the closure that was imposed during	0.699**	0.000

	the pandemic.		
4	Municipalities or village and local councils contributed to accelerating field survey work during the Corona pandemic	0.611**	0.000
5	Delayed announcing of some blocks as a result of the delay in completing the legal aspect of the basins to be suspended	0.452**	0.000
6	The technical works related to the blocks (field survey, demarcation of the basins, .... etc.) proceeded in the settlement office in which you work or in the technical departments by the general strategic plan of the organization	0.400**	0.000
7	There is a percentage of citizens whose names are registered in the tables of rights who were not able to see the plans of the announced blocks as a result of their inability to come to the places where the basins are suspended (the local council, schools, mosques...etc)	0.685**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### **A.4) The Third Variable is Land Process Achievements.**

The values of the correlation matrix of the paragraphs of the first axis: "land process achievements" with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 10: The result of Pearson Correlation for third variable (LWSC's staff questionnaire)

No.	Paragraph	Pearson Correlation	Sig
1	The completion of the land registration work was by the general strategic plan of the organization.	0.636**	0.000
2	The completion of land registration work was according to the emergency plan that the group worked on during the Corona pandemic.	0.673**	0.000
3	The rate of objections during the Corona pandemic was higher than ever before.	0.668**	0.000
4	The accuracy of land registration and settlement work during the Corona pandemic was less than in any previous period	0.635**	0.000
5	The settlement courts were late in issuing some decisions during the Corona pandemic.	0.329**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### **A.5) The Fourth Variable is LWSC Staff.**

The values of the correlation matrix of the paragraphs of the first axis: LWSC staff" with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 11: The Result of Pearson Correlation for Fourth Variable (LWSC's Staff Questionnaire)

No.	Paragraph	Pearson Correlation	Sig
1	I was aware and aware enough of the emergency plan that the authority worked on during the Corona pandemic.	0.621**	0.000
2	The strategic plan developed for the organization contains all the required criteria.	0.691**	0.000
3	You encountered problems with your work arrangements during the Corona pandemic (while working at 30% or 50%)	0.559**	0.000
4	You were infected with the Coronavirus due to your contact with one of the infected employees of the Authority	0.706**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### **B). The Internal Validity for The Second Questionnaire (Targeted Communities):**

The internal consistency expresses the consistency of each paragraph of the questionnaire with the axis to which the paragraph belongs, by calculating the correlation coefficient between each paragraph of the questionnaire and the total score for the same axis. The results were as follows:

#### **B.1). The Total Score of the Targeted Community's Questionnaire: Evaluation of the Implementation of the Strategic Plan in the Government Sector in Palestine:**

Matrix values the correlation of the paragraphs of the study form's axes "Evaluation of the implementation of the strategic plan in the government sector in Palestine" with the total score of the form was statistically significant, which indicates that there is internal

consistency for the fields of the study form, and thus the quantitative degree of the form is considered honest and measured what it was designed to measure.

Table 12: The Result of Pearson Correlation for Targeted Communities Questionnaire Variables

No.	Variable	Pearson Correlation	Sig
1	The spread of the COVID-19 pandemic in the cities of WB.	0.750**	0.000
2	The lockdown was due to the COVID-19 pandemic.	0.713**	0.000
3	The economic situation due to the COVID-19 pandemic.	0.819**	0.000
4	The rumors and conflict news about the COVID-19 pandemic.	0.734**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### **B.2) The First Variable “the Spread of the COVID-19 Pandemic in the Cities of WB”**

The values of the correlation matrix of the paragraphs of the first axis “The spread of the COVID-19 pandemic in the cities of WB” with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 13: The result of Pearson Correlation for first variable (targeted communities questionnaire)

<b>No.</b>	<b>Paragraph</b>	<b>Pearson Correlation</b>	<b>Sig</b>
<b>1</b>	The spread of the Coronavirus negatively affected the performance of the LWSC	0.545**	0.000
<b>2</b>	There is a discrepancy in the spread of the virus in different governorates, thus a discrepancy in the spread of the virus in land and water settlement offices distributed in several cities and villages in several governorates	0.486**	0.000
<b>3</b>	There is regularity in the work of settlement offices during the beginning of the spread of the virus in 2020	0.466**	0.000
<b>4</b>	There is a fear of visiting or conducting any transaction in the settlement offices for fear of receiving infection with the virus by the auditors or by the employees	0.619**	0.000
<b>5</b>	There was a fear of delaying the settlement work in the villages that were imposed on them due to the increase in cases of infection	0.454**	0.000
<b>6</b>	You think that you have contracted the Coronavirus (if you are confirmed infected) because you visited one of the settlement offices and received the infection from the office.	0.616**	0.000
<b>7</b>	The process of issuing parcel titles for your land was delayed due to the spread of the virus and the closure of towns	0.452**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### B.3) The Second Variable “the Lockdown Due to the COVID-19 Pandemic”:

The values of the correlation matrix of the paragraphs of the first axis “The lockdown due to the COVID-19 pandemic” with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 14: The Result of Pearson Correlation for Second Variable (Targeted Communities Questionnaire)

No.	Paragraph	Pearson Correlation	Sig
1	The effect of the closure imposed on the governorates of the WB on the conduct of settlement work in all settlement offices.	0.447**	0.000
2	There was a difference in the closures imposed in settlement offices in the governorates of the WB.	0.435**	0.000
3	There is direct damage to you as a result of the delay in the settlement work in your area of residence.	0.530**	0.000
4	There is damage from a technical point of view (the disappearance of cadastral marks, changing the boundaries of your plots) as a result of the delay in the leveling work due to the closure.	0.572**	0.000
5	There is damage from a legal point of view (the end of the objection period, your inability to attend the settlement courts...etc) as a result of the closure that was imposed on the West Bank governorates.	0.698**	0.000
6	You were unable to file the objections on time because you were unable to attend the settlement office because of your residence or your presence far from your plots of land. (Your presence in other towns or villages in the West Bank, or your presence outside the West Bank during the pandemic).	0.570**	0.000
7	You think that the commission could have found other solutions in order not to delay settlement work during the Corona pandemic	0.356**	0.000

<b>8</b>	The period of legal objection to the docks (30 days) was sufficient during the closure of the Corona pandemic	0.554**	0.000
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### **B.4) The Third Variable “the Economic Situation Due to the COVID-19 Pandemic”:**

The values of the correlation matrix of the paragraphs of the first axis “The economic situation due to the COVID-19 pandemic” with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 15: The Result of Pearson Correlation for Third Variable (Targeted Communities Questionnaire)

<b>No.</b>	<b>Paragraph</b>	<b>Pearson Correlation</b>	<b>Sig</b>
<b>1</b>	You were unable to pay the fees for your land registration procedures due to the Corona pandemic and its economic damage.	0.564**	0.000
<b>2</b>	Registration procedures have been a financial burden for you or your family during the Corona pandemic.	0.586**	0.000
<b>3</b>	You used the registration deed of your land that was registered through settlement by mortgaging it, to obtain financial loans during the Corona pandemic.	0.587**	0.000
<b>4</b>	The village/municipal council has introduced an installment system for the fees charged to issue registration titles.	0.606**	0.000
<b>5</b>	Survey companies have introduced the installment system in the sorting fees, taking into account the economic conditions.	0.629**	0.000
<b>6</b>	LWSC has found solutions to registration fees or title deeds during the Corona pandemic.	0.700**	0.000
<b>7</b>	The closure of settlement offices in the affected areas was a major cause of damage to the settlement process in the WB.	0.421**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**B.5) The Fourth Variable “the Economic Situation Due to the COVID-19 Pandemic”:**

The values of the correlation matrix of the paragraphs of the first axis “The economic situation due to the COVID-19 pandemic” with the total score of the axis were statistically significant, which indicates that there is internal consistency for the paragraphs of the axis, and thus the axis is honest and measured what it was designed to measure.

Table 16: The Result of Pearson Correlation for Fourth Variable (Targeted Communities Questionnaire)

No.	Paragraph	Pearson Correlation	Sig
1	Rumors that spread at the beginning of the pandemic negatively affected the process of surveying and registering land	0.421**	0.000
2	You lost or suffered direct or indirect damage to your parcel or parcels as a result of the rumors that spread at the beginning of the pandemic	0.709**	0.000
3	There was sufficient awareness by the LWSC HQ and its offices about the Corona pandemic that made you avoid economic loss in your lands.	0.627**	0.000
4	The staff of the LWSC did not deal with the rumors spread about Corona and conveyed its impact on the citizens	0.571**	0.000
5	There were no disputes or altercations between the citizens and the employees of the LWSC as a result of the spread of rumors or false news	0.640**	0.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### 3.6) The Description of the Characteristics of the Demographic Study Sample:

This section describes the characteristics of the demographic for 2 questionnaires:

1-The demographic characteristics for LWSC staff:

Table 17: The Demographic Characteristics of LWSC Staff

The variable	The level of variable	Repetition	Percentage
Gender	Male	89	56
	Female	70	44
Age	Less than 30	53	33.3
	30-34	54	34.0
	35-40	25	15.7
	40+	27	17
The education level	High school or less	1	0.6
	Intermediate or higher diploma	15	9.4
	BA degree	123	77.4
	Postgraduate	20	12.6
practical experience	One year or less	5	3.1
	1-5 years	74	46.5
	6-9 years	48	30.2
	10 years or more	32	20.1
Total		159	100%

## 2-The Demographic Characteristics for Targeted Communities:

Table 18:The Demographic Characteristics of Targeted Communities

The variable	The level of variable	Repetition	Percentage
Gender	Male	156	69.6
	Female	68	30.4
Age	Less than 30	23	10.3
	30-39	57	25.4
	40-49	56	25
	50-59	52	23.2
	60+	36	16.1
The education level	High school or less	31	13.8
	Intermediate or higher diploma	69	30.8
	BA degree	85	37.9
	Postgraduate	39	17.4
Job title	Student	2	0.9
	Governmental employee	78	34.8
	Private sector employee	61	27.2
	A worker at occupied area 1948	28	12.5
	Free work	55	24.6
Governorate	Jenin	4	1.8
	Tubas	4	1.8
	Tulkarm	28	12.5
	Nablus	18	8
	Qalqiliya	22	9.8
	Salfeet	23	10.3
	Ramallah and Al-Bireh	53	23.7
	Jericho	2	0.9
	Jerusalem	20	8.9
	Bethlehem	20	8.9
	Hebron	30	13.4
Total		224	100%

### 3.7) The Stability of Questionnaires:

-Cronbach's Alpha for targeted communities:

The stability of the tool for the "targeted communities" was confirmed so that it is in its final form of (27) paragraphs, by conducting an internal consistency test and extracting the stability coefficient (Cronbach's alpha) on the entire study sample, where the tool's stability coefficient was (82.0%), which is a good stability coefficient in research educational.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.820	27

-Cronbach's Alpha for LWSC staff:

The stability of the tool for the employees was confirmed so that it is in its final form of (25) paragraphs, by conducting an internal consistency test and extracting the reliability coefficient (Cronbach's alpha) on the entire study sample, where the tool's stability coefficient was (80.4%), which is a good stability coefficient in research educational.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.804	25

### 3.8) Statistical Processing:

Statistical processing was carried out using the statistical packages program (SPSS), which, after being entered into the computer, was:

-Extracting the arithmetic averages and standard deviations of the questionnaire items.

-Extracting the percentages of the study sample members according to the research variables.

-Using the t-test and the one-way analysis of variance test to examine the hypotheses related to the study variables.

### 3.9) Correction Tool:

The following distribution of paragraphs was adopted in the process of correcting the paragraphs of the study tool and extracting the results according to the Likert scale method.

<b>Totally agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Totally disagree</b>
5	4	3	2	1

<b>The Mean</b>	<b>Degree</b>
3.5- or more	High
2.5-3.5	Medium
2.5 or less	Low

## **Chapter4: The Research Results**

This research aimed to evaluate the performance and the implementation of the strategic plan of the public sector in Palestine, (LWSC as a case study) during COVID-19 in the year 2020, the researcher decided to use LWSC as a case study, this research results will have divided into 2 parts:

- The quantitative results that resulted from analyzing the annual reports and official statistics of the LWSC during 2020, and comparing it with previous years and with the strategic plan of LWSC (2020-2022).
- The qualitative results that resulted from analyzing the 2 questionnaires that the researcher distributed to the targeted employees and citizens.

### **4.1) The Results From the Annual Reports and Official Statistics (Quantitative):**

The researcher studied each governorate's achievements during 2020, and compared them with the previous years and with the strategic plan, to evaluate the performance.

The strategic plan of LWSC for (2020-2022), has the main goal, to finish every year at least one million Dunms in WB, starting in 2020 up to 2022.

The quantitative results will compare the achievements of LWSC in settlement processes and land registration with previous years and with the strategic plan of LWSC (2020-2022).

The researcher analyzed the second hypothesis, the variables of this hypothesis that the researcher studied in the quantitative analysis are:

For Hypothesis 2:

“There is relationship between the slowdown in the implementation of the strategic plan in LWSC, and the settlement process affected during a lockdown of the COVID-19”

**The Independent Variable** (The cause) is” the affected settlement process during a lockdown of the COVID-19”

**1) Land Process Achievements:**

This indicator studies the land process achievements in each governorate, starting from settlement agreements, settlement orders, and settlement announcements in each governorate and comparing this indicator with settlement process in previous years and with the strategic plan of LWSC (2020-2022).

**2) Land Surveying (Technical):**

This indicator studies and analyze the LWSC achievements in the surveying area in WB, and the researcher must compare these achievements with registration achievements in previous years and with the strategic plan of LWSC (2020-2022).

**3) Land Registration (Legal And Objections):**

This indicator studies and analyze the objections by the communities on the registration of land parcels in the targeted communities in WB, the researcher must compare the objections on the land parcels in each governorate.

**The dependent Variable** (The effect) is “The slowdown the implementation of the strategic plan in LWSC”

- **Jenin Governorate:**

Jenin governorate is one of the Palestinian governorates, located in the north of WB, this governorate has an area equal 583010.7 Dunms , around 538151 Dunms were registered before the war of 1967 (registered by Jordan), and 44859 Dunms are not

registered (unregistered area). (المياه, الخطة الاستراتيجية, 2022-2020, 2019). Around 9 Palestinian communities in Jenin governorate need the land registration processes, some of these communities need only partial land registration (land registration for parts).

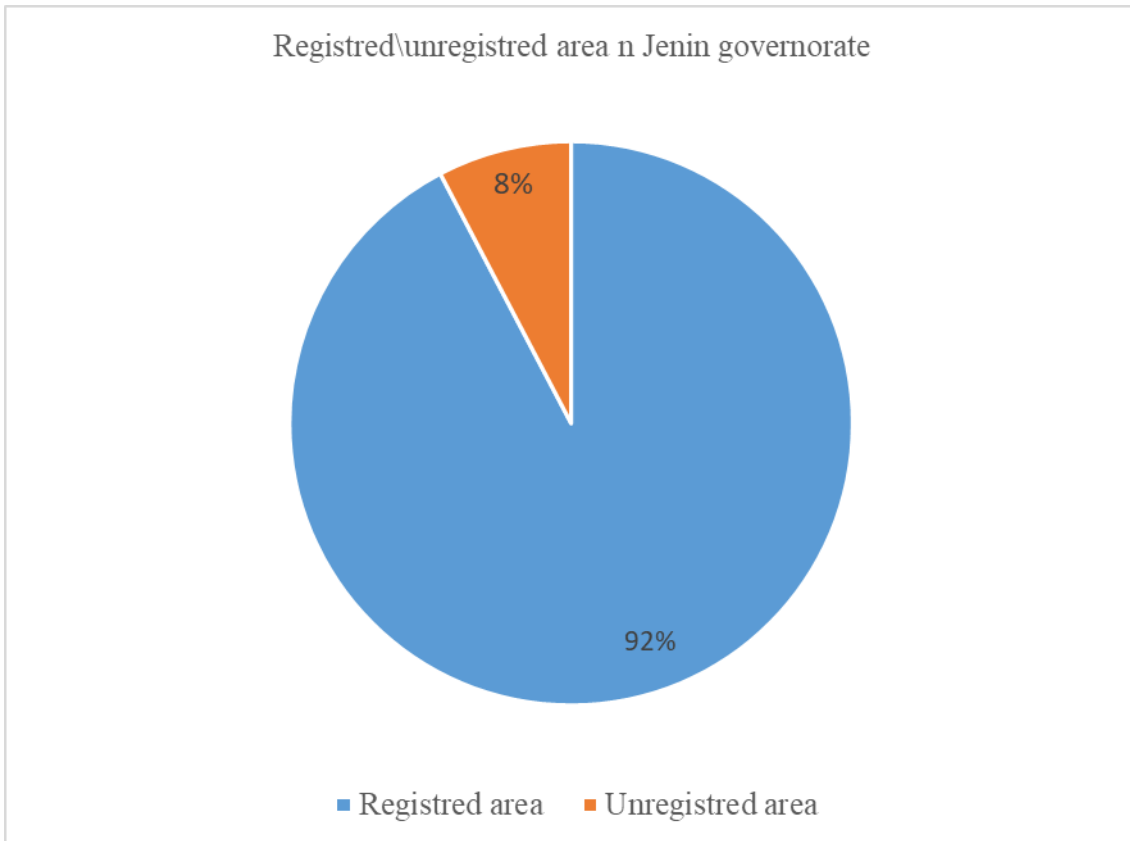


Figure 1: The registered/un-registered area in Jenin Governorate

### 1) Settlement Agreements (LGUs agreements):

In 2016 and 2017, LWSC signed zero settlement agreements with LGUs, since, in 2018, only one agreement has been signed, but in 2019 and 2020, LWSC did not sign any new agreements with LGU in Jenin governorate, the next following chart represents the number of signed agreements.

The next following chart represents the LGU agreements in the Jenin governorate from 2016-2020:

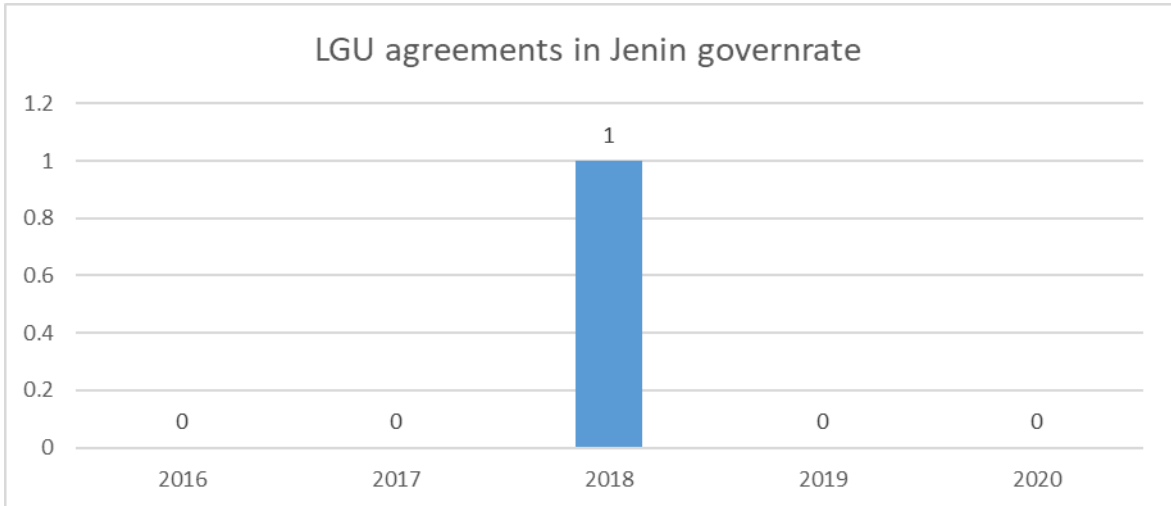


Figure 2: LGU agreements in Jenin governorate

## 2) Settlement Orders:

In 2016 announced 2 settlement orders, in year 2017, LWSC announced 7 settlement orders, in 2018, only 1 settlement order has been announced, but in 2019 and 2020, no new orders had been announced in the Jenin governorate.

The next following chart represents the settlement orders in Jenin governorate from 2016-2020

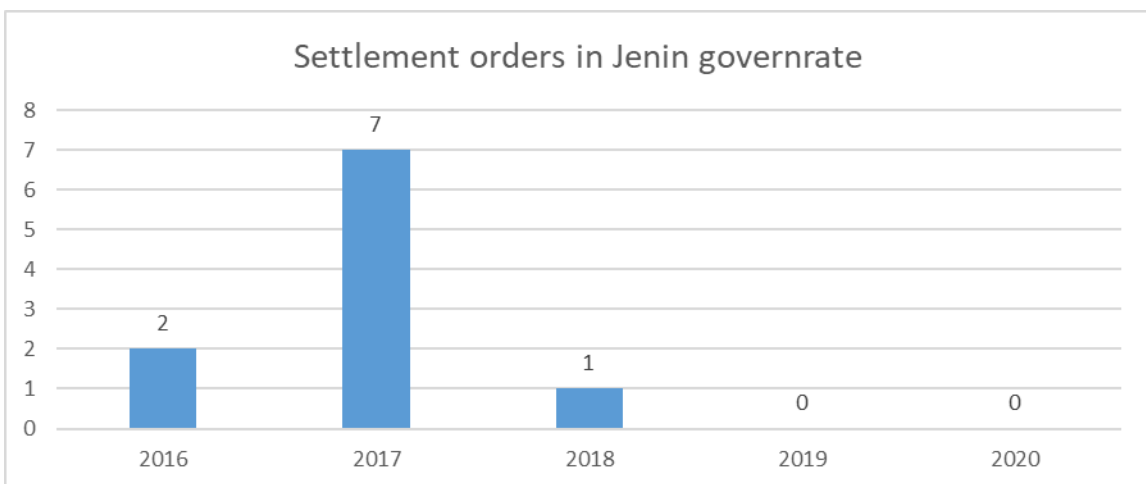


Figure 3: Settlement orders in Jenin governorate

### 3) Settlement Announcements:

In 2016 announced 0 settlement orders and in 2017, LWSC announced 7 settlement announcements, these settlement announcements, allow LWSC to start the registration process in the target community, in 2018, only 2 settlement orders have been announced, but in 2019 and 2020, no new announcements had been announced in Jenin governorate, the next following chart represents the number of settlement orders in Jenin governorate.

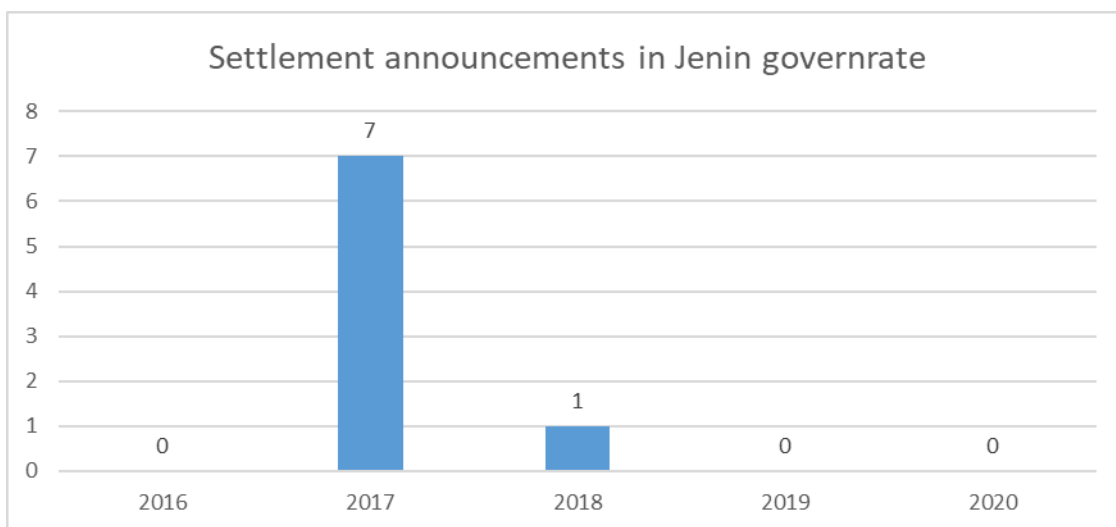


Figure 4: Settlement announcements in Jenin governorate

### **The land Process Achievements Indicator in Jenin Governorate (Settlement Agreements, orders, and Announcements):**

-By the end of 2018, LWSC signed only one agreement with LGU, the rest communities started directly in the settlement orders process, thus the agreements process did not affect with COVID-19 in Jenin governorate.

- By the end of 2018, LWSC issued all the needed settlement orders in the Jenin governorate, but there is only one community that needs the settlement order, LWSC did not issue this order for this community until the end of 2020, there is a possibility

that this step affected with COVID-19, thus LWSC did not issue the settlement order for this community.

-By the end of 2020, there is one community stopped at the settlement agreement step, moreover, there is another community in Jenin governorate, needs a partial settlement announcement for parts of their land, the total number of communities that need the settlement announcements in Jenin governorate are equal 2 communities, thus there is a possibility that the step of announcing the settlement will have an impact on the spread of the COVID-19.

The researcher believes that there is a possibility that the settlement process had been affected by COVID-19, since the last step in all the settlement processes happened before the spread of COVID-19 in WB.

#### **4) Land Surveying in Jenin Governorate:**

In 2016, no area had been registered in the Jenin governorate, since LWSC did not announce any new settlement announcements to start the registration process, but in 2017, around 3306 Dunms and 782 parcels had been surveyed and registered in 14 blocks, in 2018 the registered area increased up to 17138.2 Dunms and 4451 parcels had been registered in 61 blocks, with a huge increase, in 2019, LWSC registered 14615 Dunms and 4423 parcels, the year of 2020 the registration area declined to 3839 Dunms only.

The following charts represent the registered area in each year in the Jenin governorate:

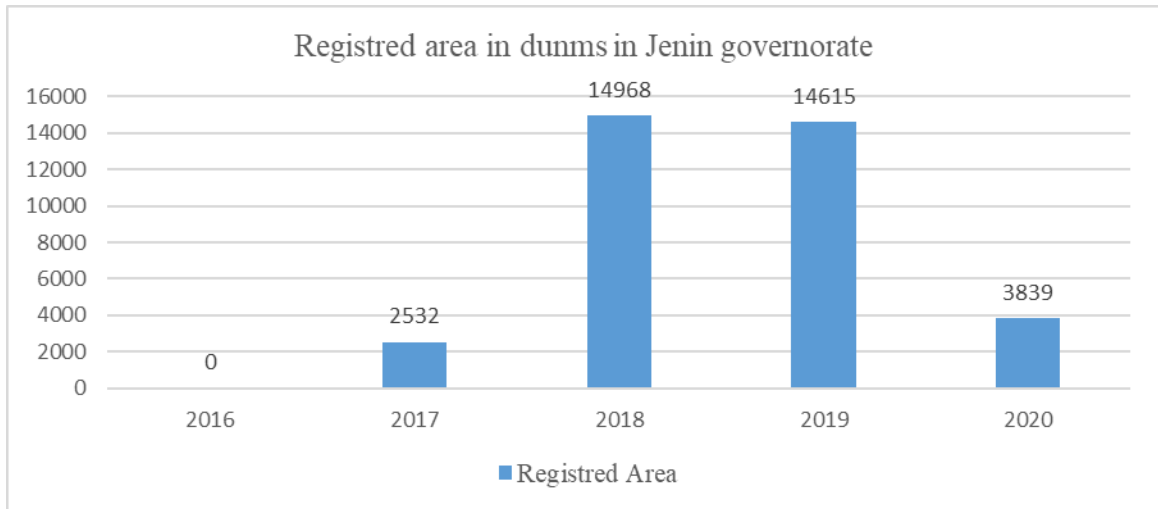


Figure 5:Registered area in Dunms in Jenin governorate

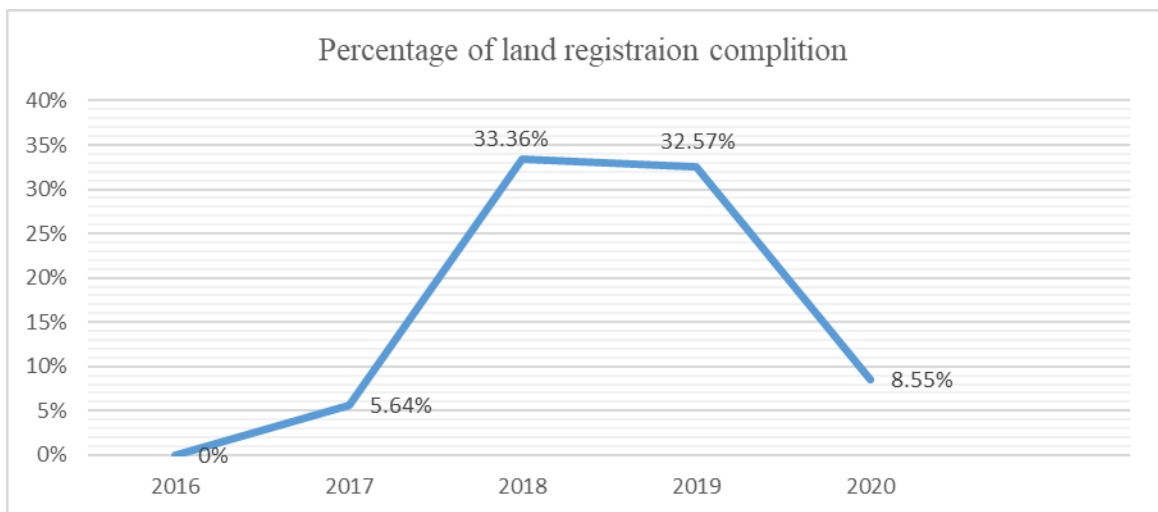


Figure 6:Percentage of land registration completion

### **The Land Surveying Indicator in Jenin Governorate:**

The land registration in Jenin governorate was affected directly by COVID-19, since the registered area process dropped from 32.5% in 2019 to 8.55% in 2020, although there was an area that needed to be registered, around 12744 Dunms needed to be registered

in Jenin governorate at the beginning of 2020, LWSC registered only 30% from this area in 2020.

Thus, the indicator of land registration (technical and legal sides), affected by COVID-19.

### 5) Objections on Land Registration in Jenin Governorate:

In 2016, no objections have been submitted on the registration process by the citizens in LWSC offices in Jenin objections, since there was no new area had been registered in the same year, but in 2017, LWSC registered 782 parcels and received 39 objections, in 2018 LWSC registered 4451 parcels and received 324 objections, in 2019 LWSC registered 4423 parcels but the number of objections decreased to 223 objections in the same year.

In 2020, LWSC registered only 1557 parcels, but the number of objections increased up to 333 objections.

The following charts represents ratio of objections to registered parcels (2016-2020):

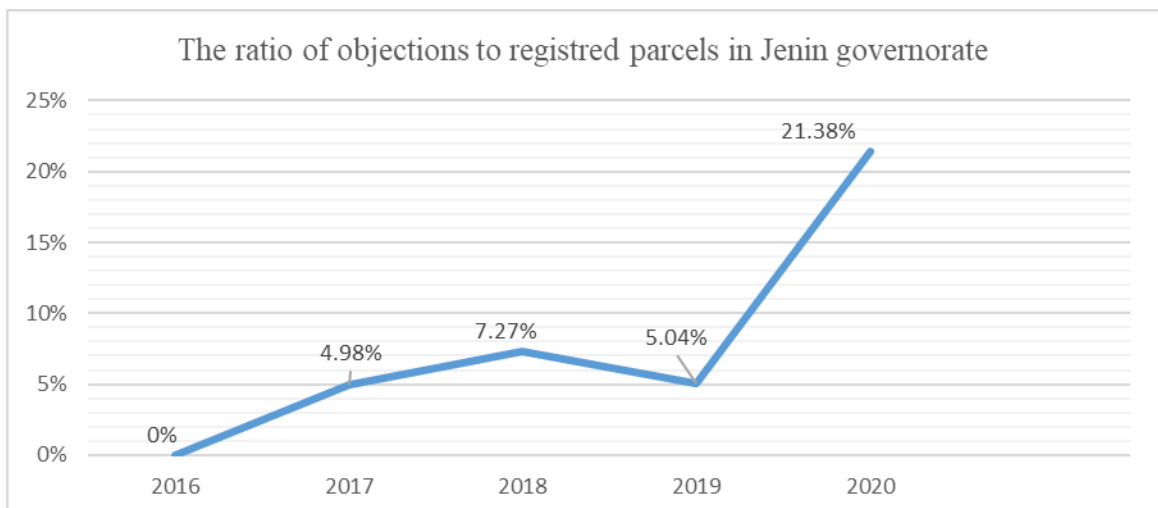


Figure 7: The ration of objections to registered area in Jenin governorate.

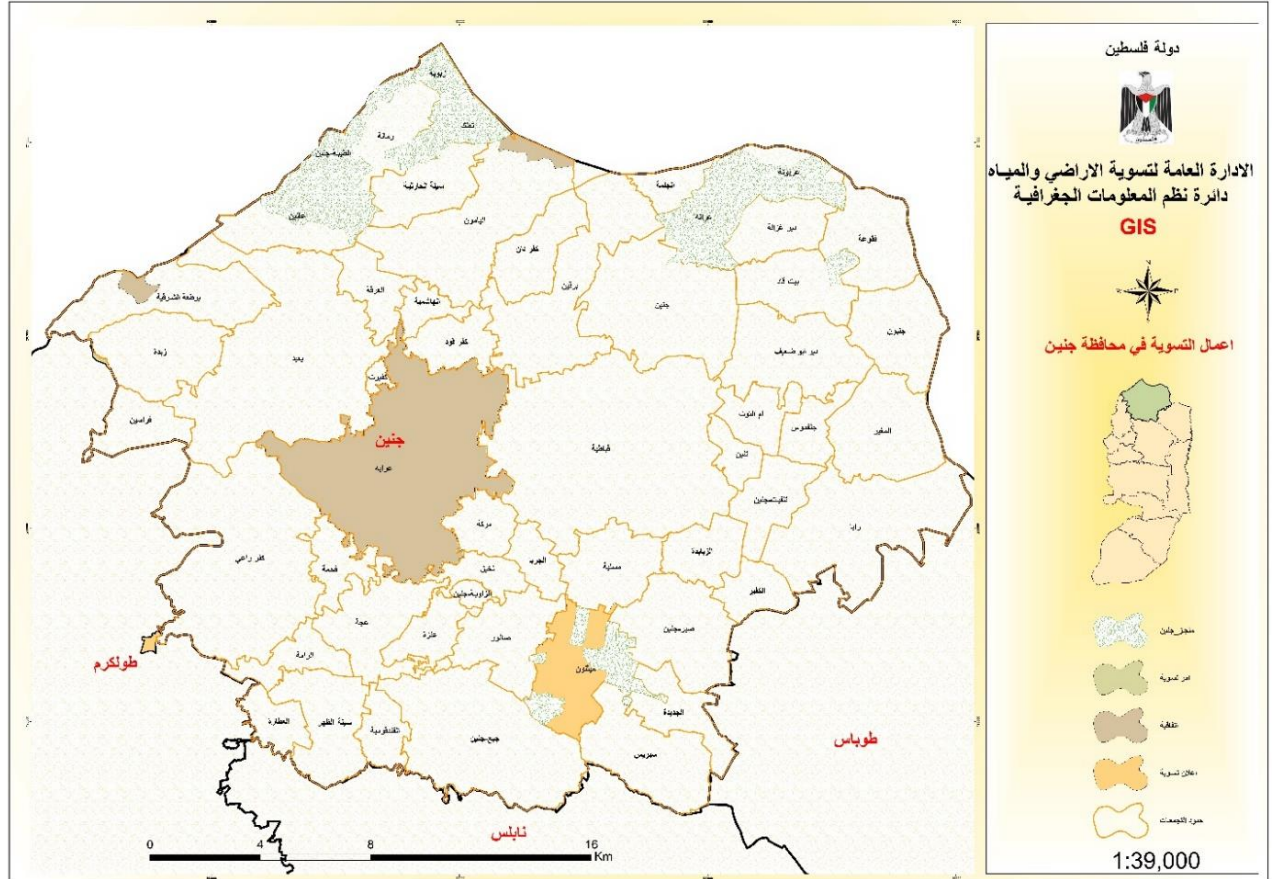
**The Land Registration Indicator in Jenin Governorate:**

The ratio average of objection to registered in the targeted communities in Jenin governorate was less than 10% in 2016,2017,2018, and 2019, but in 2020, the ratio increased up to 21.38%, though the number of registered parcels decreased to 1557 parcels, thus, the objections on the land registration in 2020, increased more than double comparing with previous years, the COVID-19 affected on the land registration and increased the objections in 2020, that means the citizens had problems in the registration in this year.

**6) Completed Settlement Process and Land Registration Offices in Jenin Governorate:**

In 2019, LWSC finished all the settlement process and land registration for 2 Palestinian communities, with a total area 6440 Dunms, taking into consideration that one of these communities had a partial land registration, in 2020 LWSC finished all the settlement processes and land registration in only one community with total area 7537 Dunms.

The next following map represents the overall achievements in Jenin governorate until end of 2020:



Map 3: Settlement Overall Achievements in Jenin Governorate

Source: GIS department/Land and Water Settlement Commission.

- **Tubas Governorate:**

Tubas governorate is one of the Palestinian governorates located in the north of WB, Tubas governorate has a border with Jordan. this governorate has an area equal 401670 Dunms, around 325271.4 Dunms were registered before the war of 1967 (registered by Jordan), and 76399.2 Dunms are not registered (unregistered area).

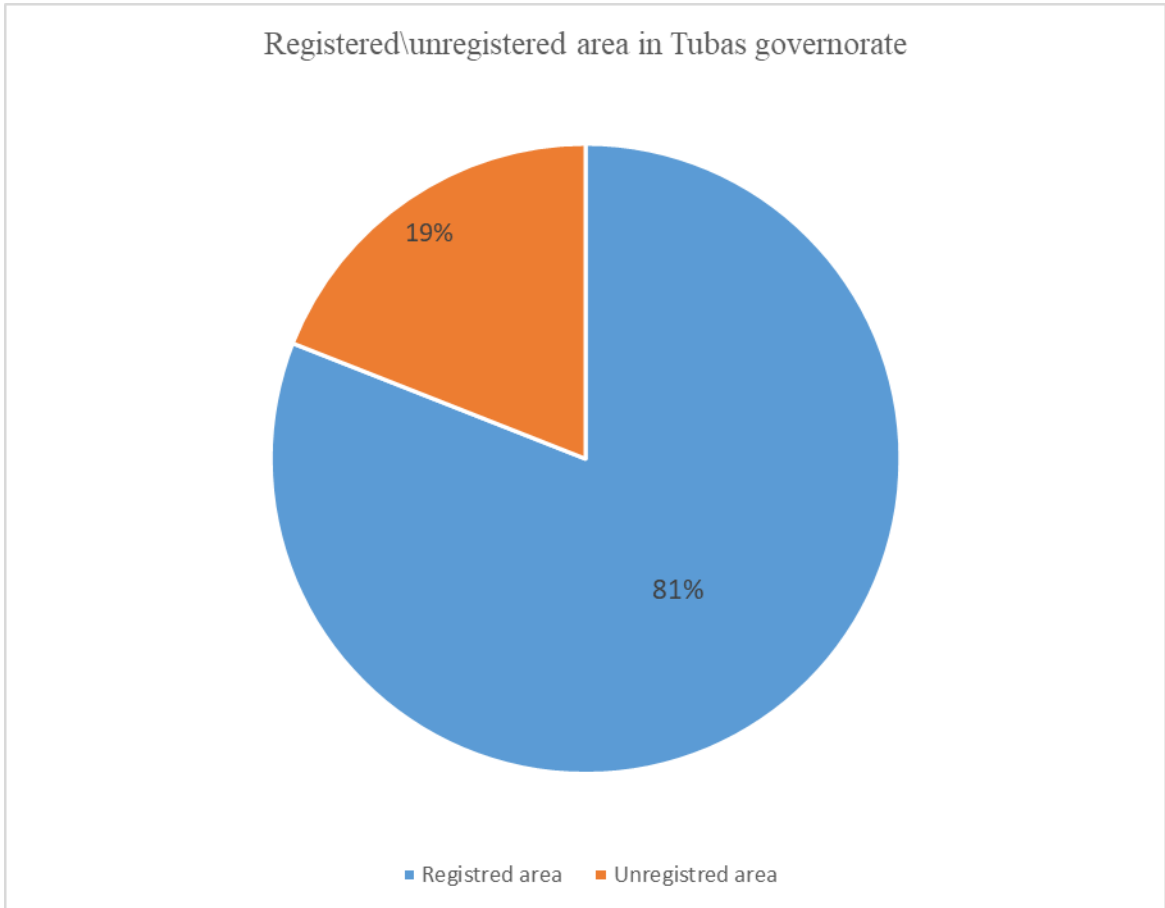


Figure 8:Registered\unregistered area in Tubas governorate

Tubas governorate contains only one village (Tamon village) that is considered as an unregistered area, this community signed a settlement agreement in 2017, and the settlement order was issued in 2018, and finally the settlement announcement for this village was issued in 2019.

#### **The Land Surveying in Tubas Governorate:**

In 2016,2017, and 2018, no area has been registered, but in 2019, LWSC has been registered around 8,523.1 Dunms, the percentage achievements from all the unregistered areas were 11.2%.

In 2020, the needed area to be registered in Tubas governorate, was 67867.1 Dunms. Only 1702 Dunms had been registered in 2020, the percentage achievements in this year dropped to 1.96% in Tubas governorate, compared with 2019, the researcher noticed a drop in the land registration.

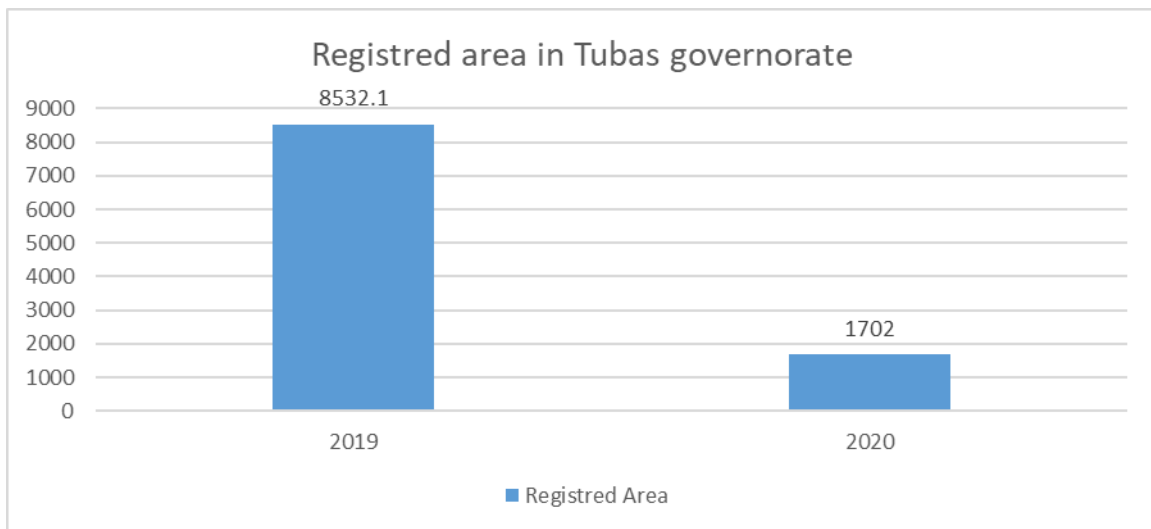


Figure 9:Registered Area in Tubas Governorate

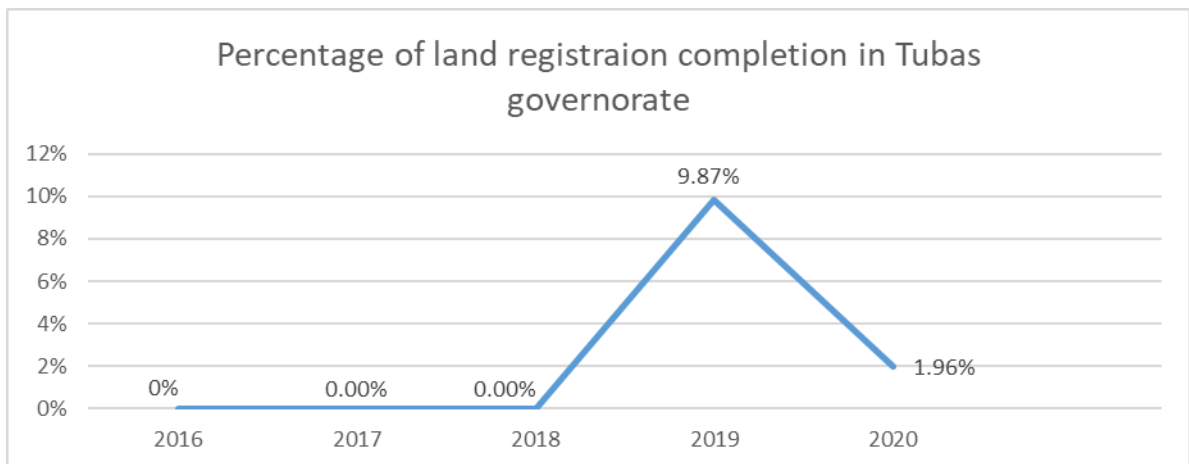


Figure 10:Percentage of Land Registration Completion in Tubas Governorate

**The Land Process Achievements Indicator in Tubas Governorate (Settlement Agreements, Orders, and Announcements):**

LWSC signed and announced all the settlement agreements, orders, and announcements before 2020, thus Tubas governorate did not affect by COVID-19, since all these processes finished before the spread of COVID-19.

**The Land Surveying Indicator (Technical and Legal) in Tubas Governorate:**

The land registration in Tubas governorate was affected directly by COVID-19, since the registered area process dropped from 9.87% in 2019 to 1.96% in 2020, although there was an area that needed to be registered, around 67867.1 Dunms needed to be registered in Tubas governorate at the beginning of 2020, LWSC registered only 2.5% from this area in 2020.

Thus, the indicator of land registration (technical and legal sides), affected by COVID-19.

**Objections on Land Registration in Tubas Governorate:**

In 2016, 2017, and 2018, no objections had been confirmed, since the land registration started officially in 2019, around 6 objections were received by LWSC, with a total number of registered parcels equaling 483 parcels, on 2020, LWSC received only 2 objections in all of Tubas governorate, and around 208 parcels were registered in the same year.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

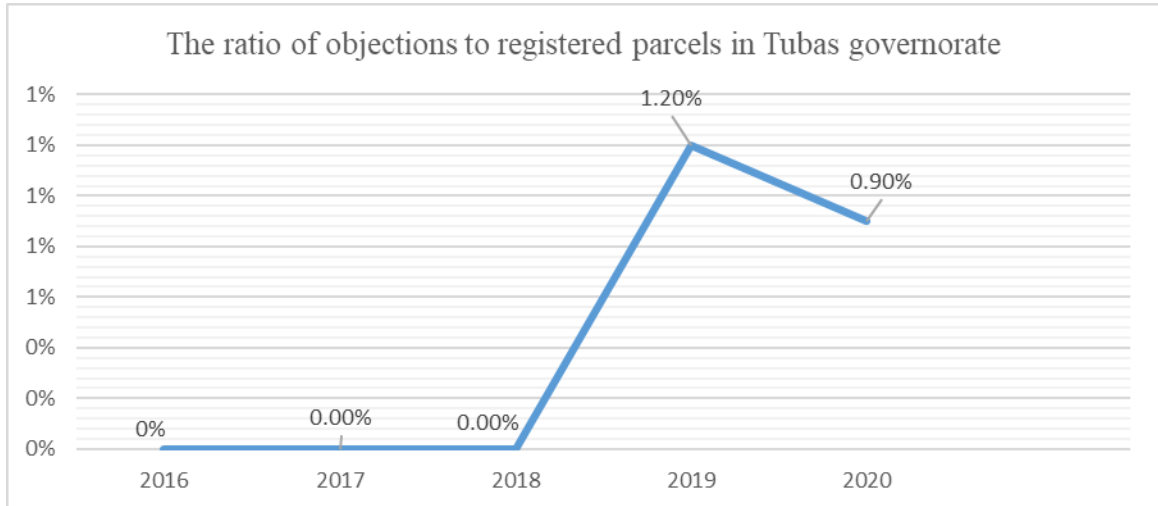
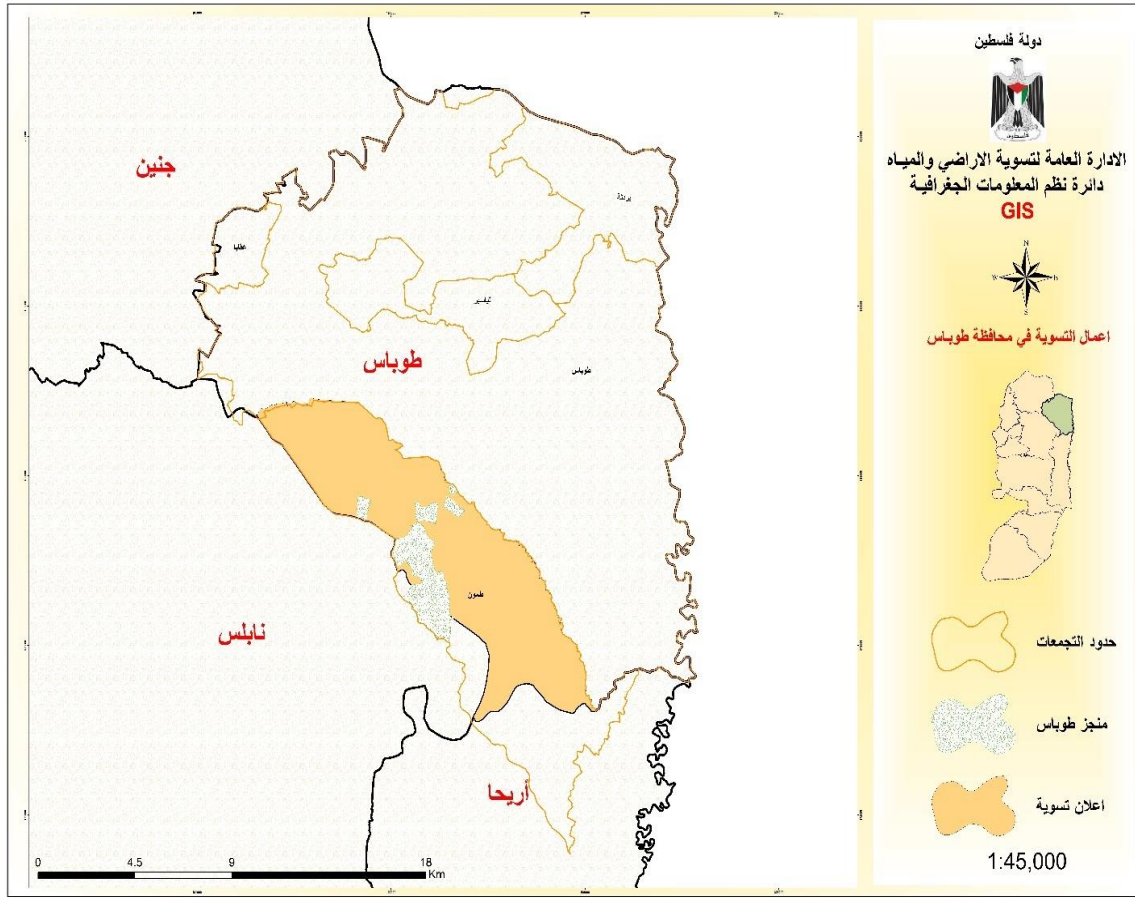


Figure 11: The ratio of objections to registered parcels in Tubas governorate

#### **The Land Registration Indicator in Tubas Governorate:**

The ratio average of objection to registered in the targeted communities in Tubas governorate was less than 1.50% in 2016, 2017, 2018, and 2019, but in 2020, the ratio decreased to 0.90%, though the number of registered parcels decreased to 208 parcels, thus, the objections on the land registration in 2020 decreased

The next following map represents the overall achievements in Tubas governorate until end of 2020:



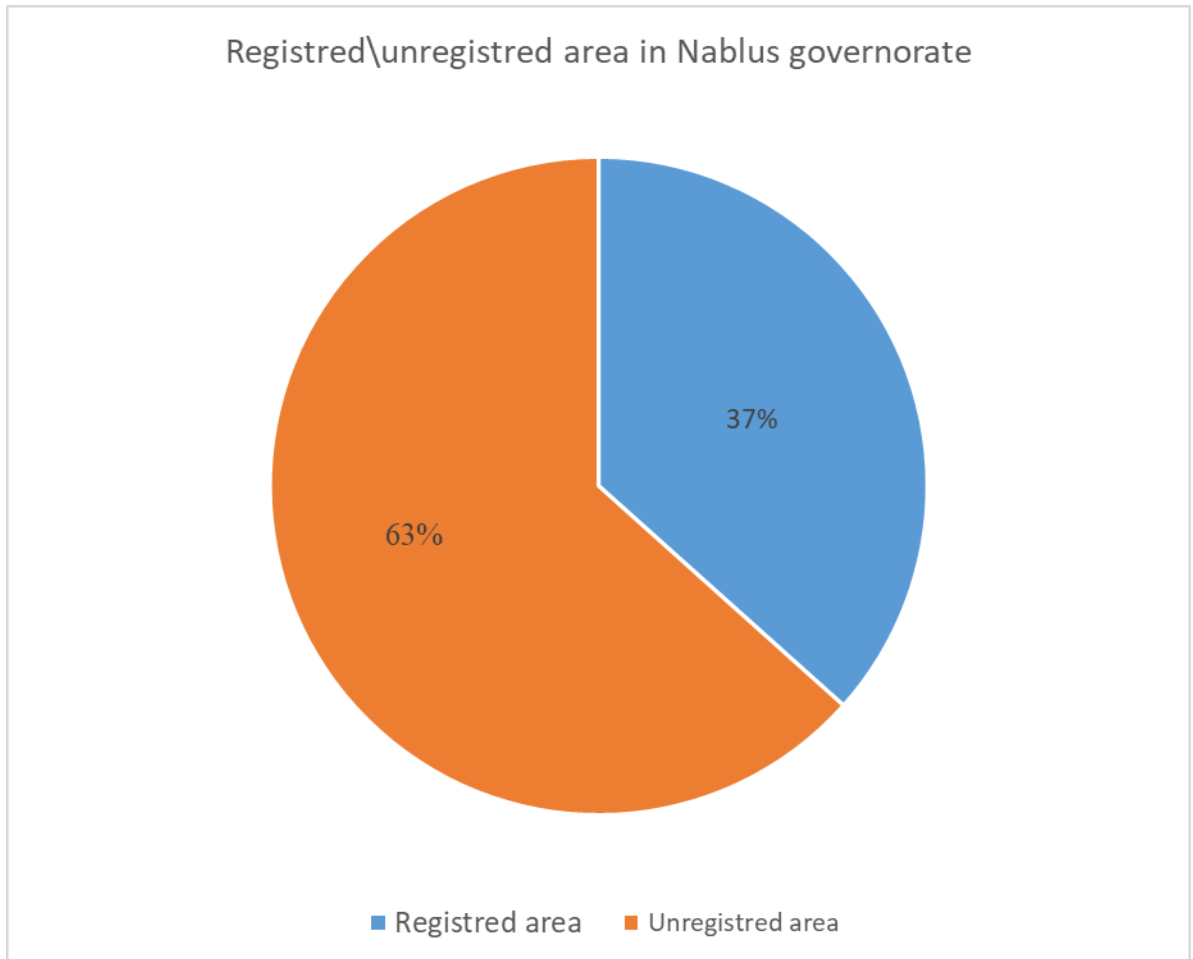
Map 4: The overall achievements in Tubas governorate until end of 2020

Map source: GIS department/Land and Water Settlement Commission.

- **Nablus Governorate:**

Nablus governorate is one of the Palestinian governorates located in the north of WB, Nablus governorate has a border with Jenin, Tulkarm, and other Palestinian governorates. This governorate has an area equal 600304 Dunms, around 219844 Dunms were registered before the war of 1967 (registered by Jordan), and 380461 Dunms are not registered (unregistered area).

Around 33 Palestinian communities in the Nablus governorate, need settlement and land registration, some of these communities need only partial registration for some blocks and parcels.



Map 5:Registered\Unregistered Area in Nablus Governorate

### 1) Settlement Agreements (LGUs Agreements):

In 2016, there are no new agreements had been signed between the LGUs and LWSC but in 2017, LWSC signed 19 settlement agreements with LGUs, in 2018, 6 agreements had been signed, but in 2019 LWSC signed 4 new settlement agreements, in 2020,

LWSC did not sign any new agreements with LGU in Nablus governorate, the next following chart represents the number of signed agreements.

The total number of agreements that LWSC signed with LGUS in Nablus governorate was 19 agreements with LGUs, around the other 10 agreements in Nablus governorate were partial agreements for parcels or separated blocks.

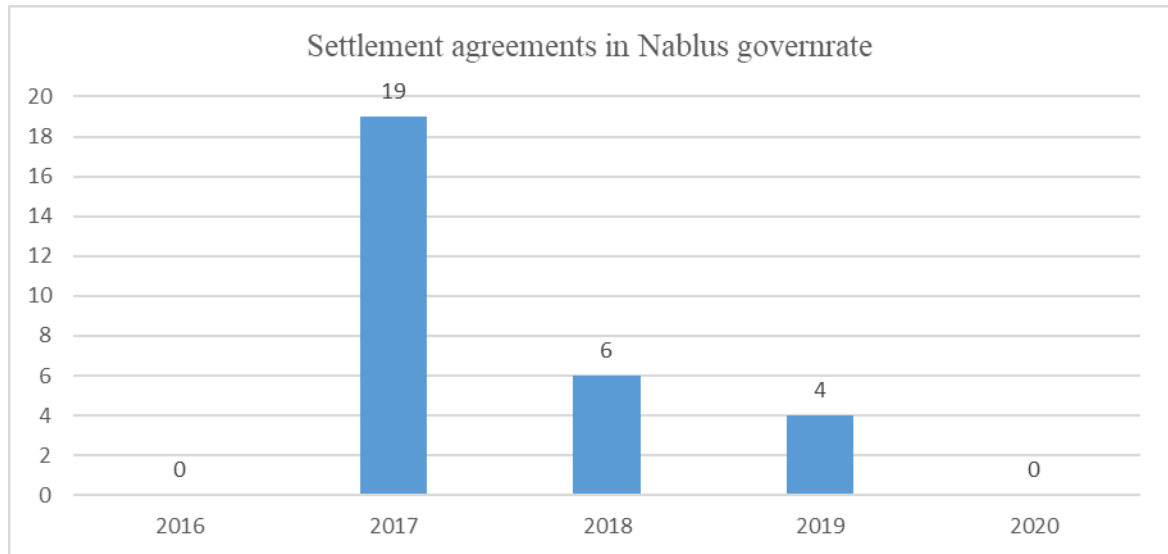


Figure 12: Settlement Agreements in Nablus Governorate

## 2) Settlement Orders:

In 2016 announced 0 settlement orders and in 2017, LWSC announced 5 settlement orders, in 2018, only 7 settlement orders had been announced, in 2019 LWSC announced 6 settlement orders, and in 2020, LWSC announced only 1 settlement order, the next following chart represents the settlement orders in Nablus governorate since 2016 up to 2020:

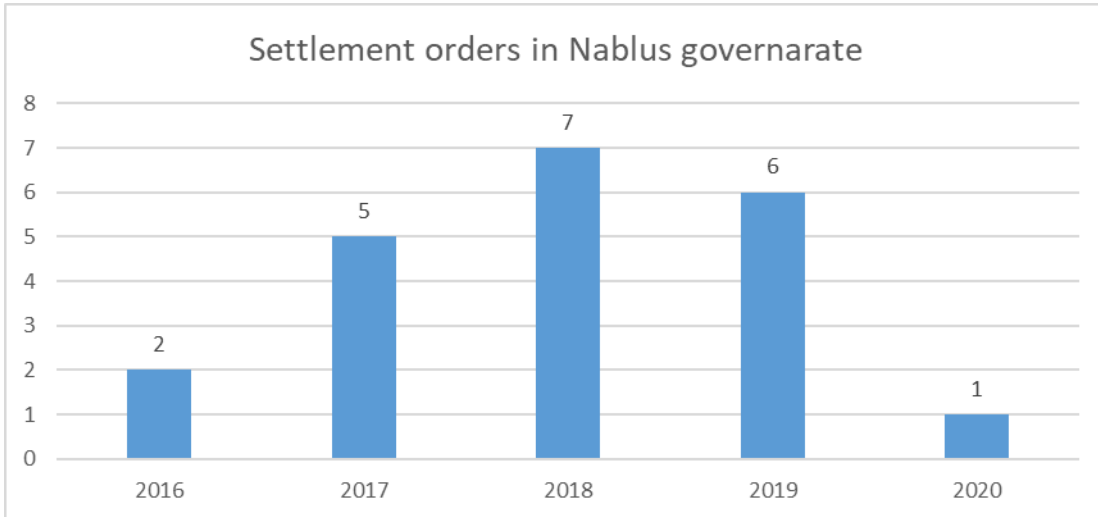


Figure 13: Settlement Orders in Nablus Governorate

By the end of 2020, LWSC issued 21 settlement orders in Nablus governorate, in 2020, only one settlement order was issued, and there are another 6 communities left, these communities signed only the settlement agreements, by comparing the number of settlement orders in 2020 with previous years (2016-2019), it's clear that least number of orders issued in 2020.

### 3) Settlement Announcements:

In 2016 announced 0 settlement orders in all of the Nablus governorate, in 2017, LWSC announced 4 settlement announcements in different 4 communities, in 2018, LWSC announced another 5 settlement announcements in the Nablus governorate, in 2019 only 2 settlement orders were announced by LWSC in Nablus governorate.

In 2020, LWSC announced 3 different settlement announcements, taking into consideration that one of these announcements was for some blocks in the Nablus governorate (partial announcement).

The next following chart represents the settlement announcements in the Nablus governorate from 2016-2020:

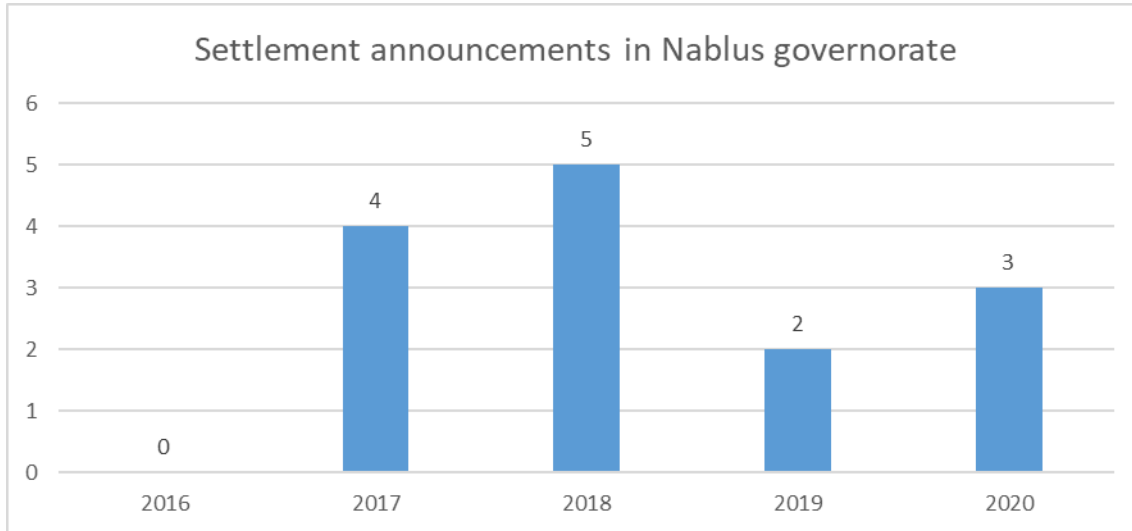


Figure 14: Settlement announcements in Nablus governorate

**The Land Process Achievements Indicator in Nablus Governorate (Settlement Agreements, Orders, and Announcements):**

LWSC signed 29 settlement agreements, in the Nablus governorate until the end of 2020, thus, 4 communities need to sign the settlement agreements, thus the settlement agreements affected by COVID-19. Regarding to the settlement order and announcement steps affected by the spread of COVID-19, since the total of communities that stopped at settlement agreements were 8 communities, moreover, the settlement announcement step also affected by COVID-19 spread, since the total of communities that need this step were equal 15 communities in Nablus governorate.

**4) Land Surveying in Nablus Governorate:**

In 2016, no any area had been registered in the Nablus governorate, since LWSC did not announce any new settlement announcements to start the registration process, but in 2017, 709 Dunms and 443 parcels had been surveyed and registered in 3 different blocks, in 2018 the registered area increased up to 8893 Dunms and 7057 parcels had

been registered in 42 blocks, in 2019, LWSC registered 20841 Dunms and 12365 parcels.

In 2020, the registration process increased up to 17579 Dunms in this year, with 12560 parcels that had been finished during 2020.

The following chart represents the registered area in each year in the Nablus governorate:

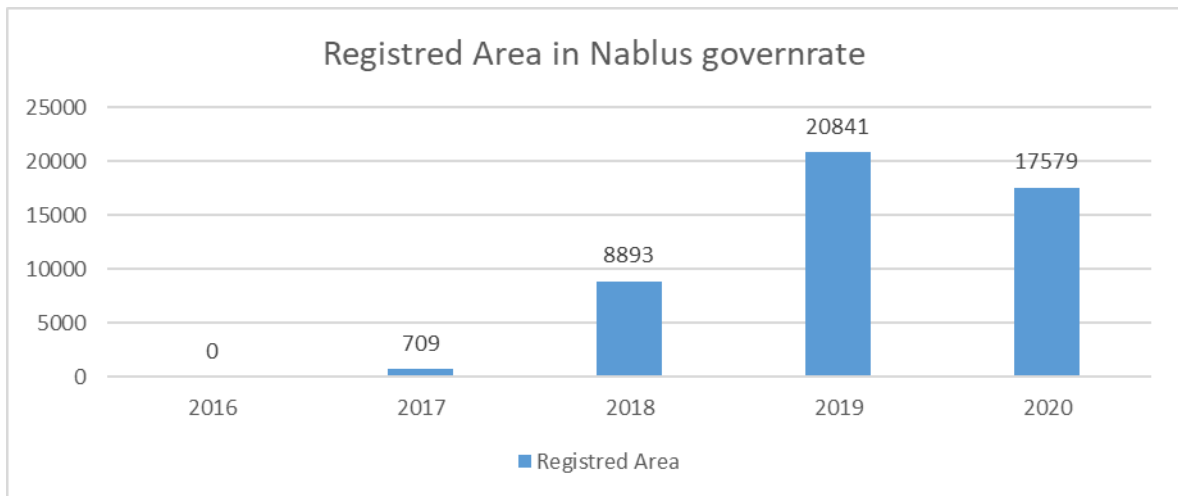


Figure 15: Registered Area in Nablus Governorate

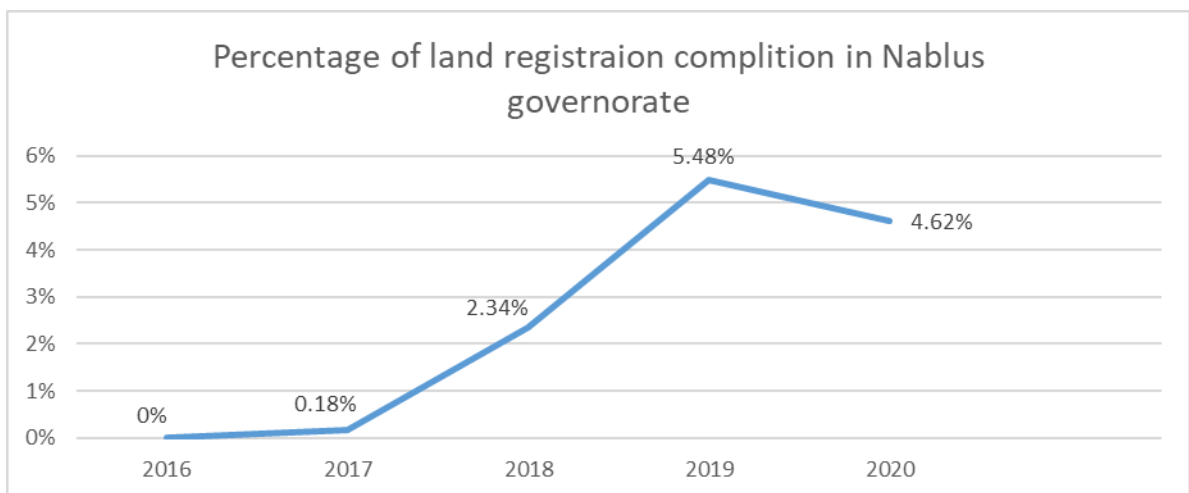


Figure 16: Percentage of Land Registration Completion in Nablus Governorate

**The Land Surveying Indicator in Nablus Governorate:**

The land registration in Nablus governorate was affected directly by COVID-19, since the registered area process dropped from 5.48% in 2019 to 4.62% in 2020, although there were 350018 Dunms of area needed to be registered in Nablus governorate at the beginning of 2020, LWSC registered only 5.02% from this area in 2020. Thus, the indicator of land surveying, affected by COVID-19.

**5). Objections on Land Registration in Nablus Governorate:**

In 2016, LWSC's offices did not receive any new objections on the registered parcels since no new area had been registered, in 2017, around 443 land parcels had been registered and 29 objections were also confirmed on these parcels, in 2018 LWSC received 699 objections on 7057 registered land parcels, in 2019 LWSC received 506 objections on 12365 land parcels.

In 2020, LWSC received only 343 objections on 7470 registered parcels, the ratio of objection to parcels locates between 4.09% up to 9.91%, in 2020, the ratio was 4.09%, thus the land registration process in 2020, done without any new problems due to lockdown or COVID-19 spread.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

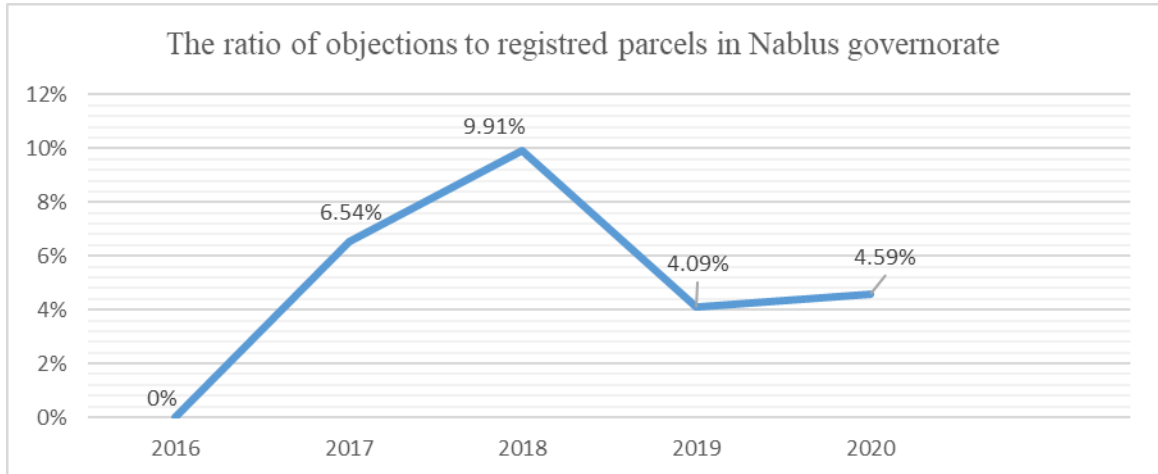


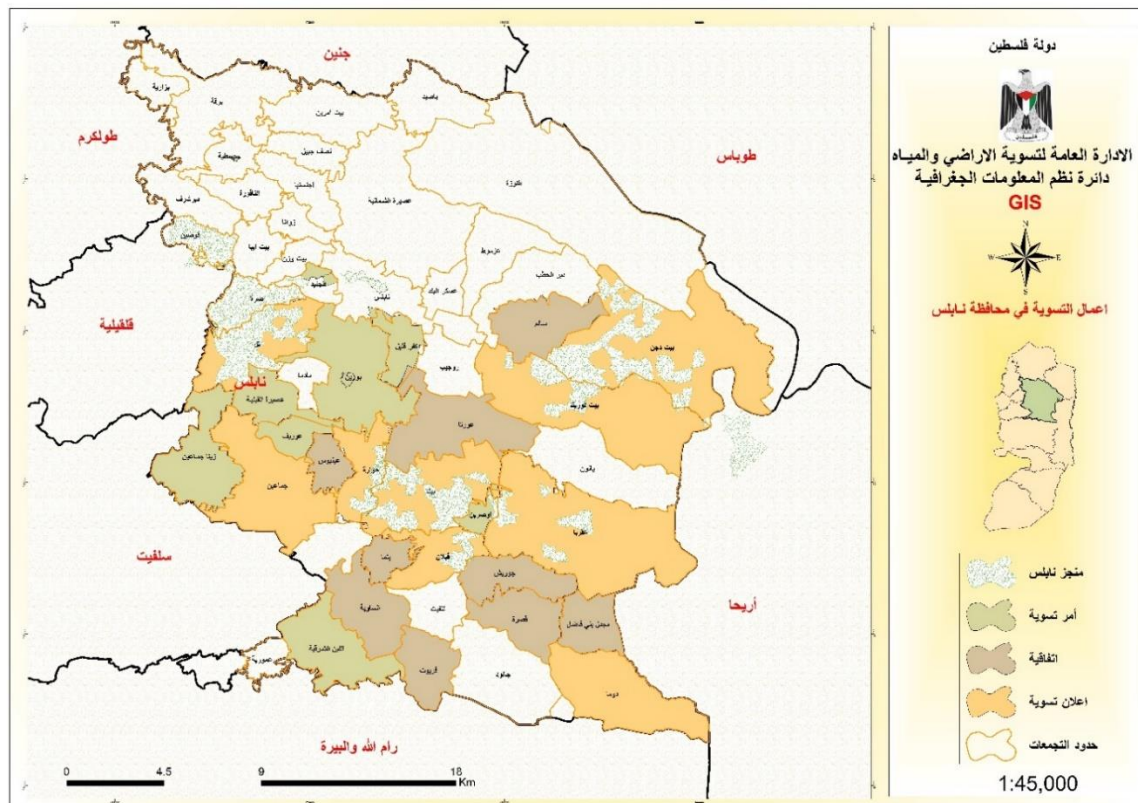
Figure 17: The Ratio of Objections to Registered Parcels in Nablus Governorate

#### **The Land Registration Indicator in Nablus Governorate:**

The ratio average of objection to registered in the targeted communities in Nablus governorate was less than 7% in 2017, 2018, and 2019. In 2020, the ratio was 4.59%, thus, the objections on the land registration in 2020, increased compared with the average of the objections in 2017, 2018, and 2019. In addition, the objection in 2020, increased compared with 2019.

#### **5) Completed Settlement Process and Land Registration Offices in Nablus Governorate:**

In 2019, LWSC finished all the settlement process and land registration for 1 Palestinian community, with a total area 4541 Dunms. The next following map represents the overall achievements in Nablus governorate until end of 2020:



Map 6: The overall achievements in Nablus governorate

Map source: GIS department/Land and Water Settlement Commission.

- **Tulkarm Governorate:**

Tulkarm governorate is one of the Palestinian governorates located in the north of WB, this governorate has an area equal 246162 Dunms, around 57657 Dunms were registered before war of 1967 (registered by Jordan), and 188505 Dunms are not registered (unregistered area). Around 25 Palestinian communities in Tulkarm governorate need the land registration processes, some of these communities need only partial land registration (land registration for parts).

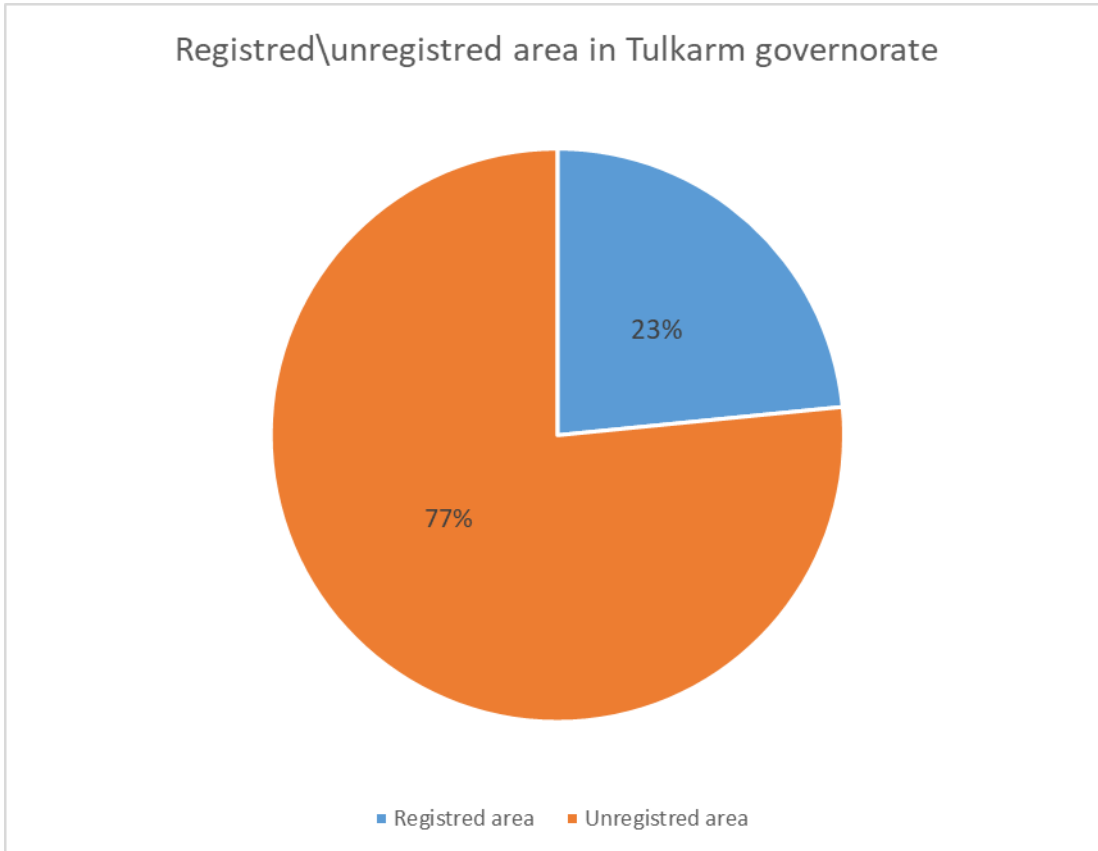


Figure 18: Registered\Unregistered Area in Tulkarm Governorate

### 1). Settlement Agreements (LGUs agreements):

In 2016, there is no any new agreements had been signed between the LGUs and LWSC but in 2017, LWSC signed 18 settlement agreements with LGUs, in 2018, four agreements had been signed, but in 2019 LWSC signed 2 new settlement agreements, in 2020, LWSC did not sign any new agreements with LGU in Tulkarm governorate, the next following chart represents the number of signed agreements.

The next following charts represent the LGUs agreements in the Tulkarm governorate starting from 2016-2020:

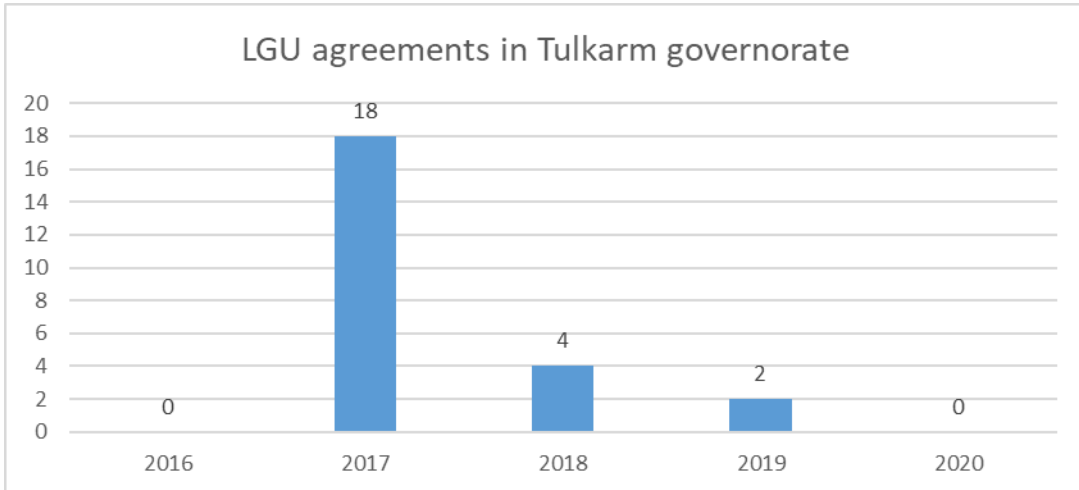


Figure 19: LGU Agreements in Tulkarm Governorate

### 3) Settlement Orders:

In 2016 announced 0 settlement orders and 2017, LWSC announced 5 settlement orders, in 2018, only 7 settlement orders have been announced, in 2019 LWSC announced 6 settlements orders, and in 2020, LWSC announced only 1 settlement order, the next following chart represents the settlement orders in Tulkarm governorate since 2016-2020:

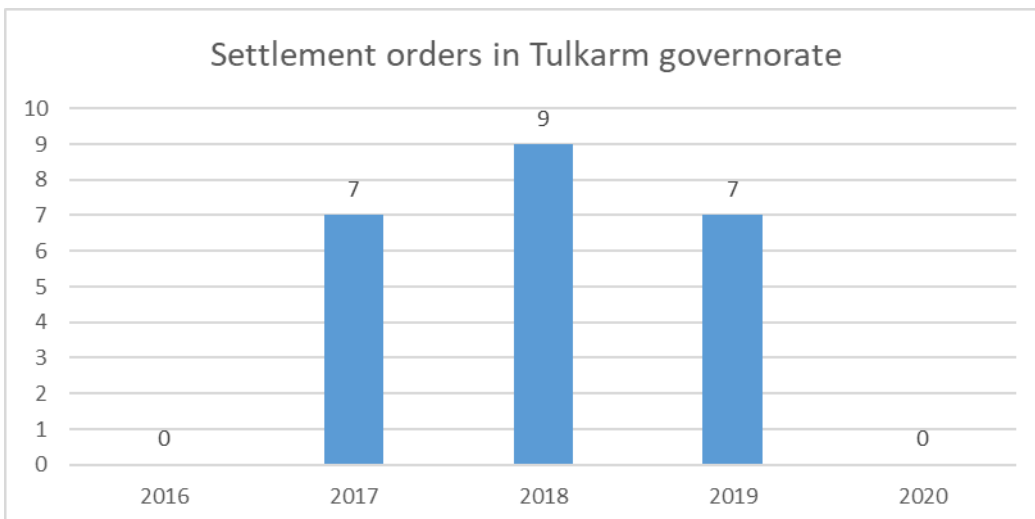


Figure 20: Settlement Orders in Tulkarm Governorate

#### 4) Settlement Announcements:

In 2016 announced 0 settlement orders in all of Tulkarm governorate, in 2017, LWSC announced 5 settlement announcements, in 2018, LWSC announced another 7 settlement announcements in Tulkarm governorate, in 2019 only 7 settlement orders were announced by LWSC in Tulkarm governorate.

In 2020, LWSC announced 3 different settlement announcements, in 3 different communities in all of Tulkarm governorate.

The next following chart represents the settlement announcements in Tulkarm governorate from 2016-2020:

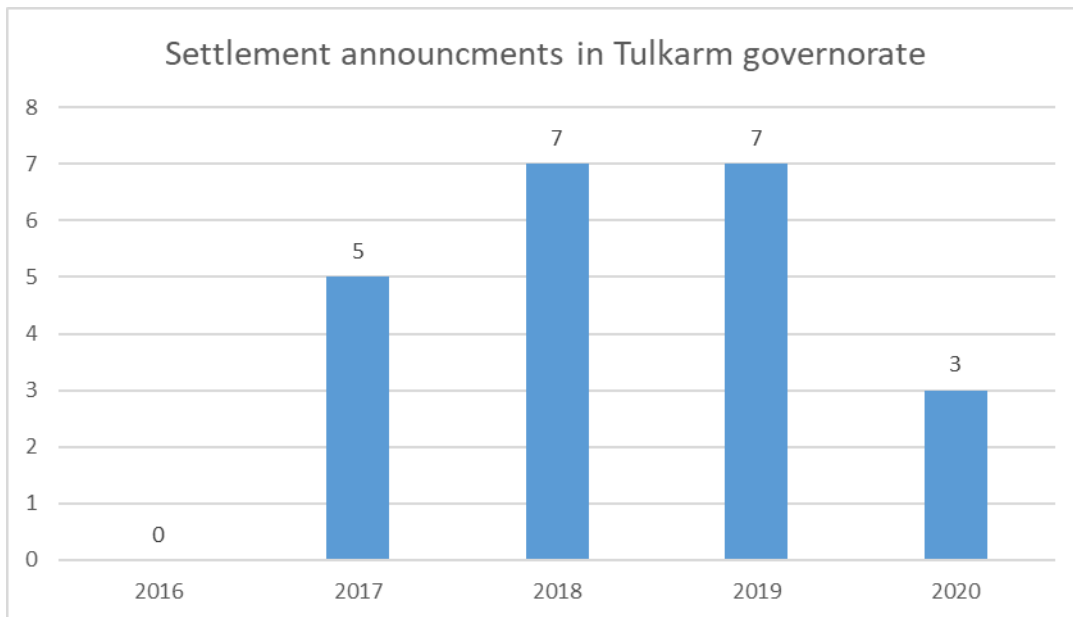


Figure 21: Settlement announcements in Tulkarm governorate

#### **The Land Process Achievements Indicator in Tulkarm Governorate (settlement agreements, orders, and announcements):**

LWSC signed all the needed settlement agreements with the target communities in Tulkarm governorate except one community left, in 2019 LWSC signed the last needed agreements with LGUs in the governorate, thus the signing agreements process was

slightly affected by COVID-19 spread, however, the settlement order may have been affected by COVID-19, since there is one Palestinian community left without the settlement order step, finally, the settlement announcements step were also affected by COVID-19, because in 2020 LWSC announced only 3 new announcements, without announcing the left 2 communities that had been stopped at settlement order step.

### 5) Land Surveying in Tulkarm Governorate:

In 2016 and 2017, no area had been registered by LWSC in the Tulkarm governorate, although there are settlement announcements in 2017 (5 settlements). In 2018 around 10480 Dunms had been registered distributed in 3488 parcels in the Tulkarm governorate. In 2019, around 36948 Dunms had been registered during this year.

In 2020, the registration process in the Tulkarm governorate decreased up to 20955 Dunms in this year, with 8964 parcels that had been finished during 2020, taking into consideration that the left area to be registered in Tulkarm around 141077 Dunms.

The following chart represent the registered area in each year in Tulkarm governorate starting from 2016-2020:

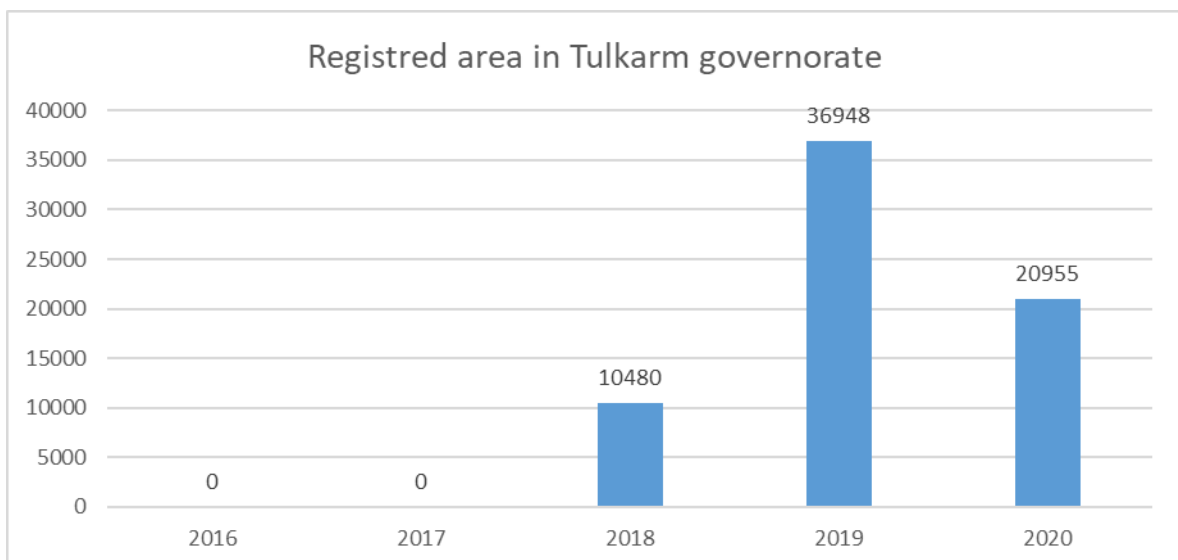


Figure 22: Registered Area in Tulkarm Governorate

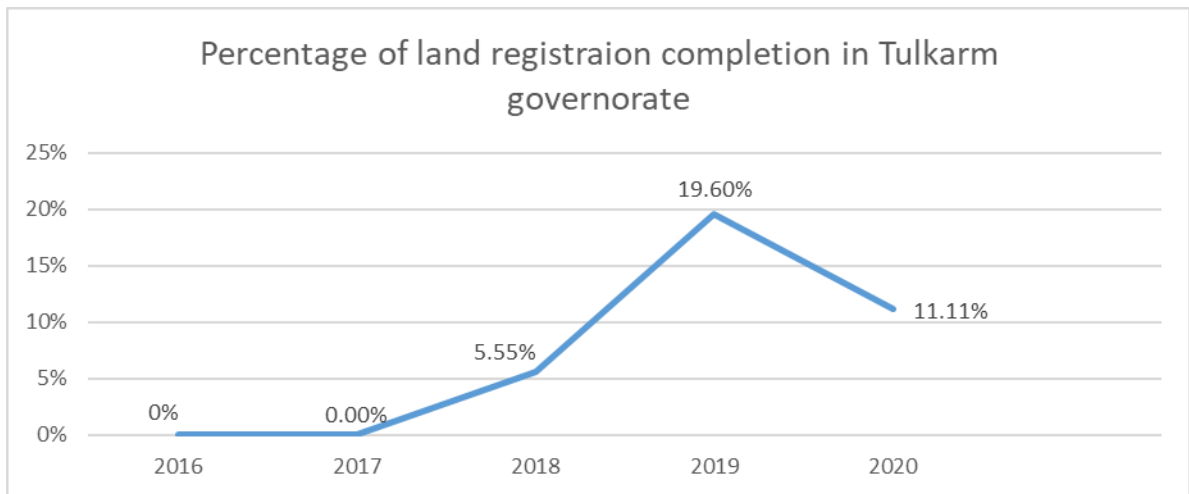


Figure 23: Percentage of Land Registration Completion in Tulkarm Governorate

#### **The Land Surveying Indicator in Tulkarm Governorate:**

The land registration in Tulkarm governorate was affected directly by COVID-19, since the registered area process dropped from 19.6% in 2019 to 11.11% in 2020, although there were 141077 Dunms of area needed to be registered in Tulkarm governorate at the beginning of 2020, LWSC registered only 14.8% from this area in 2020.

Thus, the indicator of land registration (technical and legal sides), affected by COVID-19.

#### **5). Objections on Land Registration in Tulkarm Governorate:**

In 2016 and 2017 LWSC's offices did not receive any new objections on the registered parcels since no new area had been registered, in 2018 LWSC received 73 objections on 3588 registered land parcels, in 2019 LWSC received 412 objections on 14370 land parcels.

In 2020, LWSC received only 268 objections on 8694 registered parcels, the ratio of objection to parcels locates between 2.03% up to 3.08%, in 2020, the ratio was 3.08%, thus the land registration process in 2020, maybe affected with COVID-19 since the ratio of objections increased comparing with previous years. The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

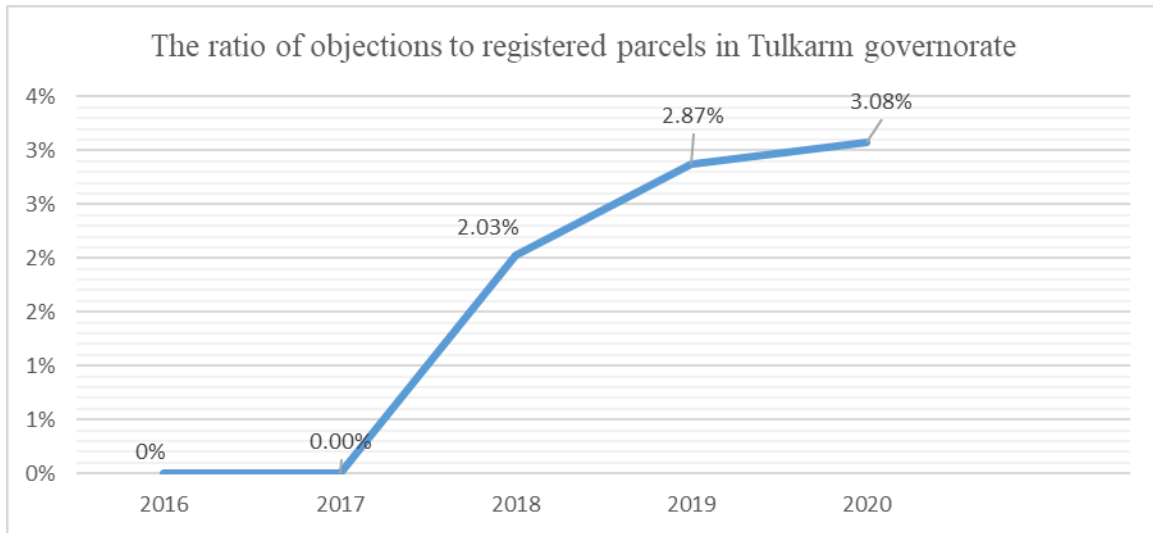


Figure 24: The Ratio of Objections to Registered Parcels in Tulkarm Governorate

#### **The Land Registration Indicator in Tulkarm Governorate:**

The ratio average of objection to registered in the targeted communities in Tulkarm governorate was less than 3% in 2016,2017,2018, and 2019, but in 2020, the ratio increased up to 3.08%, though the number of registered parcels in 2020 were equal 8694 parcels, the ratio of objections to registered parcels in 2020 increased compared with previous years, The land registration indicator may have been affected by COVID-19, since the ratio of objections to registered parcels slightly increased compared with previous years.

## 6) Completed Settlement Process and Land Registration Offices in Tulkarm Governorate:

In 2019, LWSC finished completely all the settlement process and land registration for 5 Palestinian communities in the Tulkarm governorate, with total area 8345.93 Dunms. In 2020, LWSC finished completely all the settlement process and land registration for 4 Palestinian communities in Tulkarm governorate, with total area 23006 Dunms. The next following map represents the overall achievements in Tulkarm governorate:

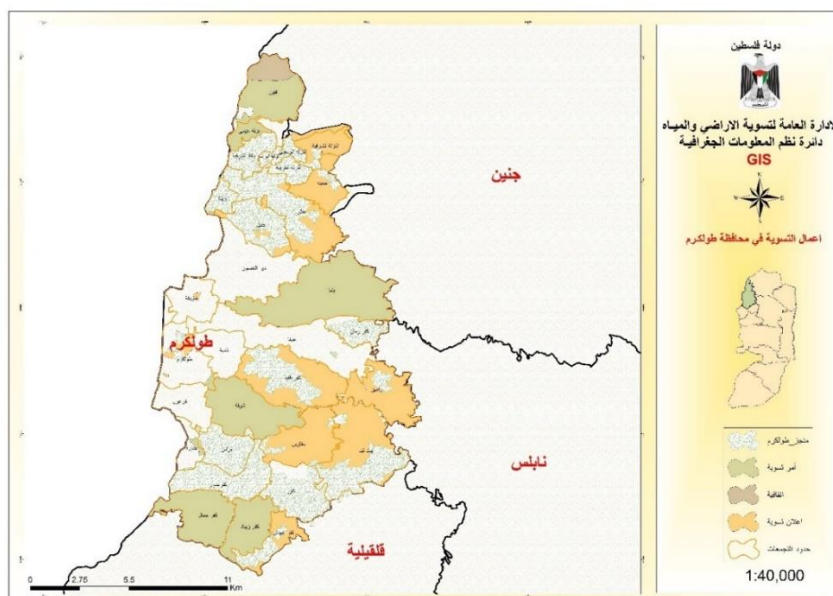


Figure 25: The Overall Achievements in Tulkarm Governorate.

Map source: GIS Department/Land and Water Settlement Commission.

- **Qalqiliya Governorate:**

Qalqiliya governorate is one of the Palestinian governorates that locates in the north of WB, this governorate has an area equal 171073.6 Dunms, around 33066.3 Dunms were registered before war of 1967 (registered by Jordan), and 138007.3 Dunms are not registered (unregistered area). Around 17 Palestinian communities in the Qalqiliya

governorate need the land registration processes, some of these communities need only partially land registration (land registration for parts).

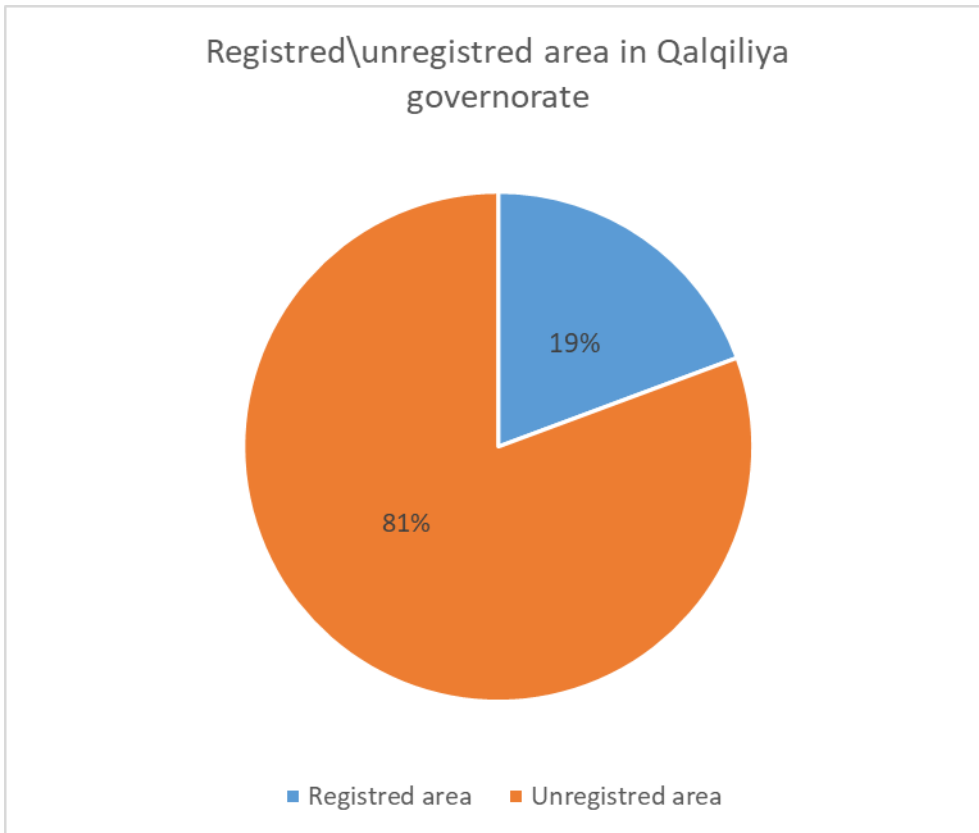


Figure 26: Registered\Unregistered Area in Qalqiliya Governorate

### 1) Settlement Agreements (LGUs Agreements):

In 2016 LWSC did not sign any settlement agreements with LGUs in the Qalqiliya governorate, as same as other governorates in the north of WB, but in 2017, LWSC signed 13 settlement agreements with 13 different VCs, in 2018 LWSC signed another 2 settlement agreements in the same governorate, the year of 2019 LWSC signed only 2 settlement agreements with other VCs.

Finally, in 2020, LWSC did not sign any new settlement agreements in Qalqiliya governorate, due to the completion of the settlement agreements with all targeted communities in the Qalqiliya governorate.

the next following chart represents the number of signed agreements with LGUs in Qalqilya governorate:

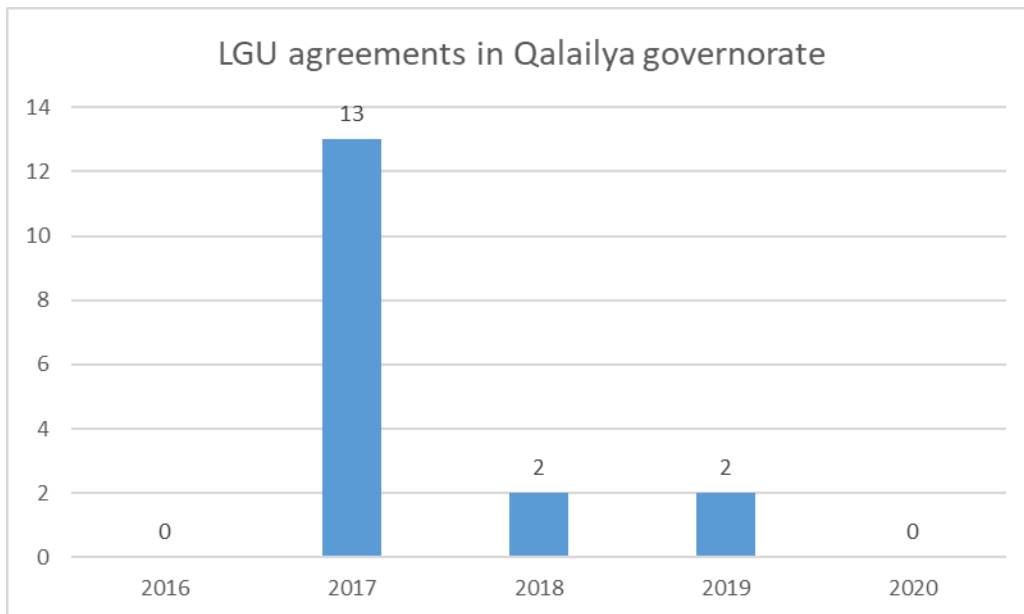


Figure 27: LGU Agreements in Qalailya Governorate

### 3) Settlement Orders:

In 2016 LWSC announced 0 settlement orders in Qalqilya governorate, however, in 2017 LWSC announced 4 settlement orders in 4 different communities in this governorate, in 2018 LWSC announced another 5 settlement orders, in 2019 LWSC announced another 3 settlements orders, finally in 2020, LWSC did not announce any new settlement order in Qalailya governorate, the total number of settlement orders by the end of 2020 was 12 settlement orders, thus there are another 5 LGUs need the settlement orders in this governorate.

the next following chart represents the settlement orders in Qalqilya governorate since 2016 -2020:

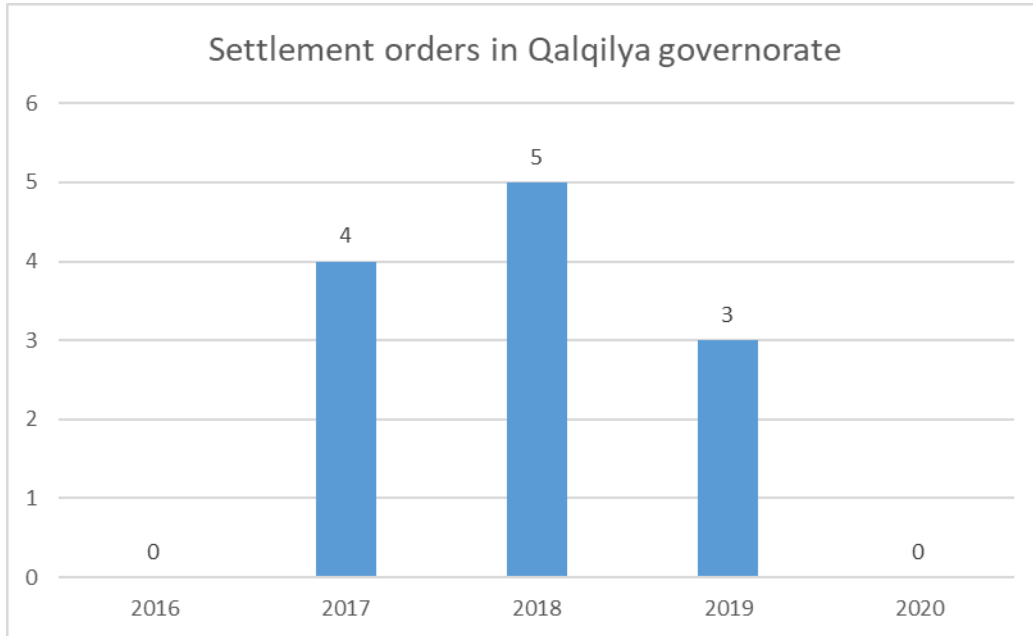


Figure 28: Settlement Orders in Qalqilya Governorate

#### 4) Settlement Announcements:

In 2016 LWSC announced 0 settlement orders in all of Qalqilya governorate, in 2017, LWSC announced only 1 settlement announcement, in 2018, LWSC announced another 3 settlement announcements in Qalqilya governorate, in 2019 only 4 settlement announcements were announced by LWSC in Qalqilya governorate.

In 2020, LWSC did not announce any new settlement announcements in all of Qalqilya governorate, by the end of 2020, the total number of settlement orders was equal 8 settlement announcements, however the total number of villages that needed announcements were 12 communities.

The next following chart represent the settlement announcements in the Qalqilya governorate from 2016-2020:

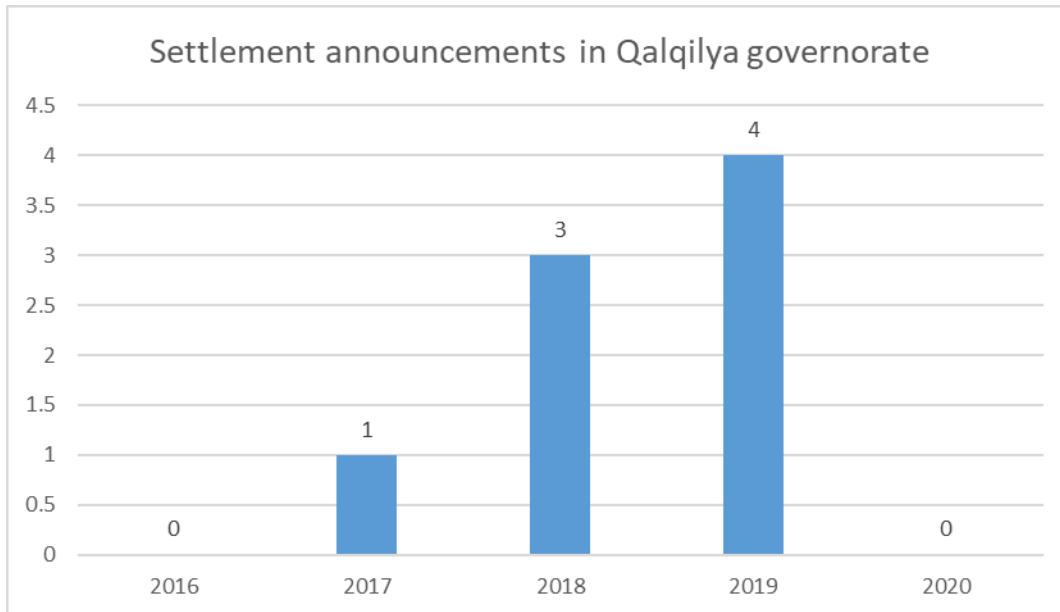


Figure 29: Settlement Announcements in Qalqilya Governorate

**The Land Process Achievements Indicator in Qalqilya Governorate (Settlement Agreements, Orders, and Announcements):**

LWSC signed all the needed settlement agreements with the target communities in the Qalqilya governorate, in 2019 LWSC signed the last needed agreements with LGUs in the governorate, thus the signing agreements process did not affect by COVID-19 spread, however, the settlement order may have been affected by COVID-19, since there were 7 Palestinian communities left without the settlement order step, finally, the settlement announcements step were also affected by COVID-19, because in 2020 LWSC did not announce any new announcements, leaving 11 Palestinian communities from the target communities without any settlement announcements.

### 5) Land Surveying in Qalqilya Governorate:

In 2016 and 2017, no any area had been registered by LWSC in Qalqilya governorate, although there is a settlement announcement for one village. In 2018 around 5212 dunms had been registered distributed in 1489 parcels in Qalqiliya governorate. In 2019, around 21381dunms had been registered during this year, in 2019, 15.5% of the targeted area were registered in this governorate.

In 2020, LWSC registered 19746.6 Dunms in Qalqilya governorate, the offices of LWSC finished 18.01% of the unregistered area in this governorate, taking in consideration that at the beginning of 2020, the total of unregistered area in Qalqilya governorate was 111414. Dunms.

The following chart represents the registered area in each year in the Qalqilya governorate:

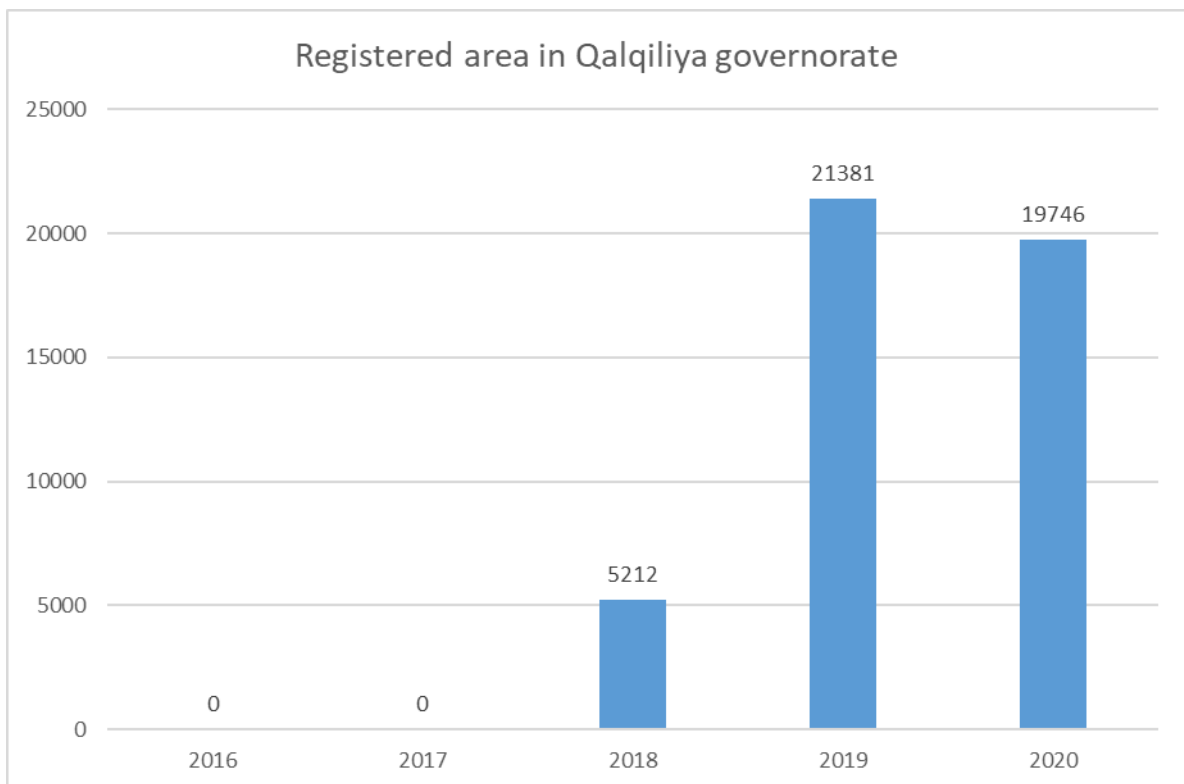


Figure 30: Registered Area in Qalqiliya Governorate

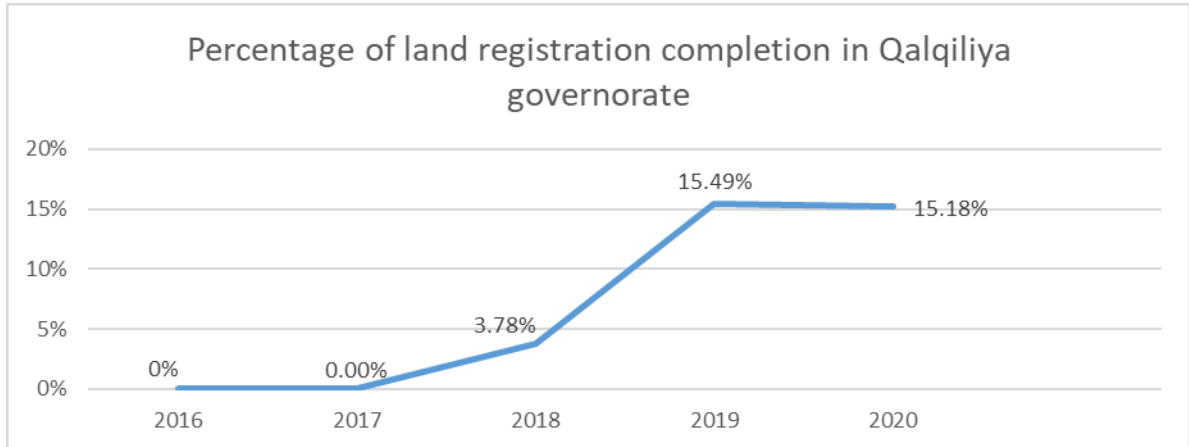


Figure 31: Percentage of Land Registration Completion in Qalqiliya Governorate

#### **The Land Surveying Indicator in Qalqiliya Governorate:**

The land surveying in Qalqiliya governorate was not affected directly by COVID-19, since the yearly registered area process dropped only from 15.49% in 2019 to 15.18% in 2020, although there were 111414.3 Dunms of area needed to be registered in Qalqiliya governorate at the beginning of 2020, LWSC registered only 18.8% from this area in 2020.

Thus, the indicator of land surveying did not affect by COVID-19 in Qalqiliya governorate.

#### **5). Objections on Land Registration in Qalqiliya Governorate:**

In 2016 and 2017 LWSC's offices did not receive any new objections on the registered parcels since no any new area had been registered in Qalqiliya governorate, in 2018 LWSC received 58 objections on 1489 registered land parcels, in 2019 LWSC received 233 objections on 5316 land parcels.

In 2020, LWSC received only 203 objections on 6632 registered parcels, the ratio of objection to parcels locates between 3.06% up to 4.38%. In 2020, the ratio was 3.06%, thus the land registration process in 2020, did not affect with COVID-19 in the Qalqilya governorate.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

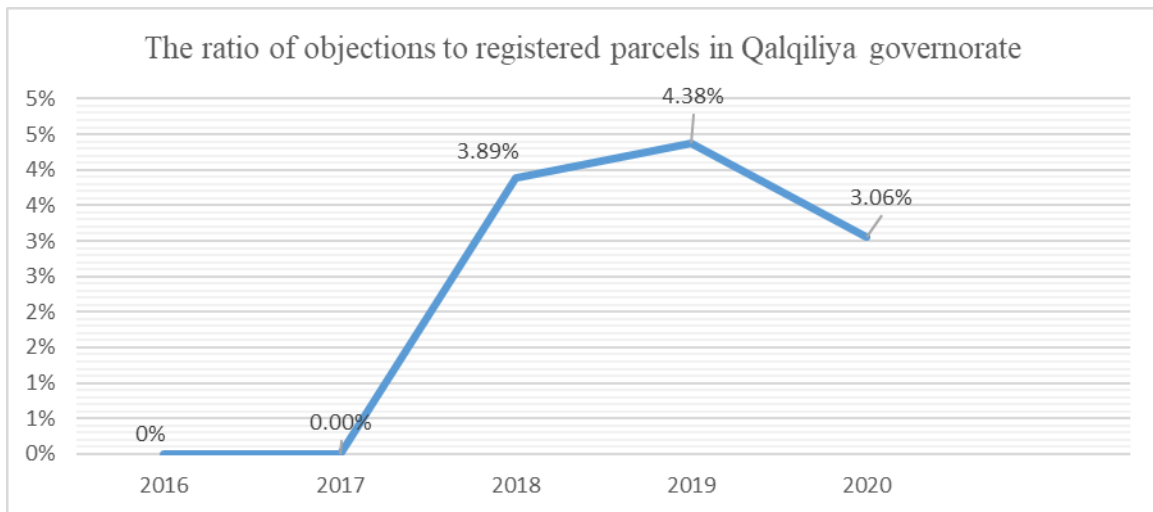


Figure 32: The Ratio of Objections to Registered Parcels in Qalqilya Governorate

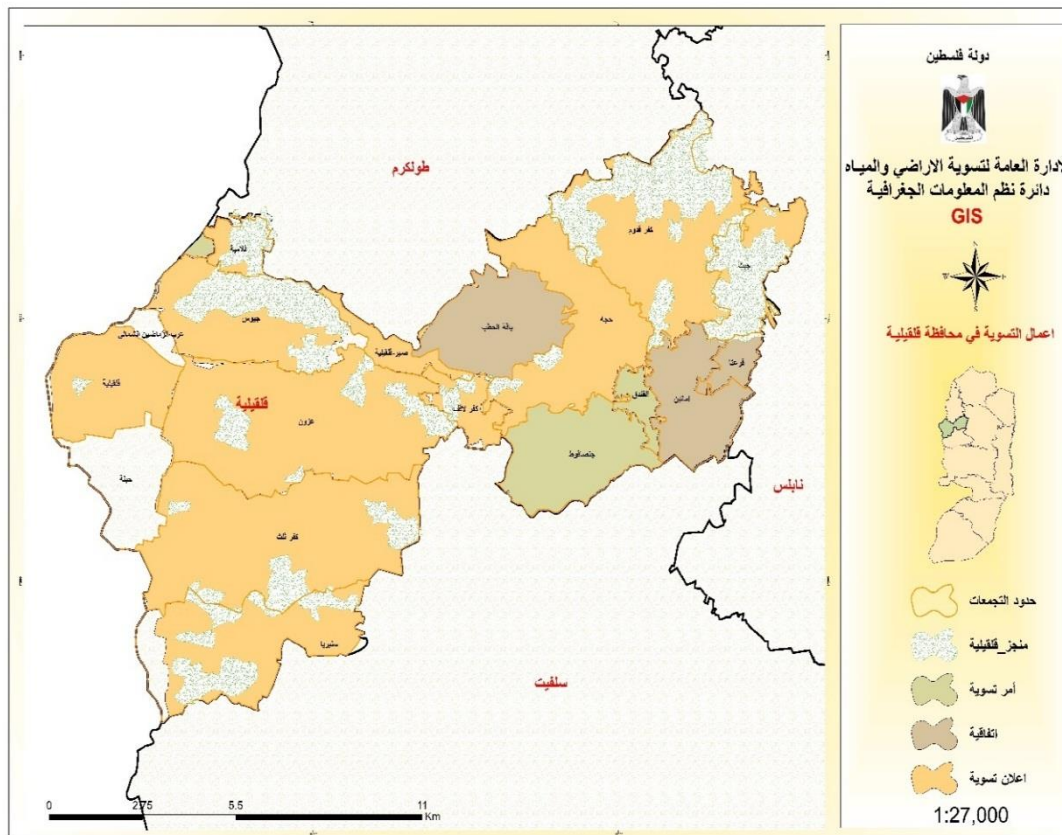
#### **The Land Registration Indicator in Qalqilya Governorate:**

The ratio average of objection to registered in the targeted communities in Qalqilya governorate was less than 5% in 2016,2017,2018, and 2019, moreover, in 2020 the ratio declined to 3.06% compared with the previous year, it was 4.38%, thus the land registration indicator did not affect with COVID-19 in Qalqilya governorate.

## 6) Completed Settlement Process and Land Registration Offices in Qalqiliya Governorate:

In 2020, LWSC finished completely all the settlement process and land registration for one community only in Qalqiliya governorate.

The next following map represents the overall achievements in Qalqiliya governorate until the end of 2020:



Map 7: The Overall Achievements in Qalqiliya Governorate Until the End of 2020

Map source: GIS Department/Land and Water Settlement Commission.

- **Salfeet Governorate:**

Salfeet governorate is one of the Palestinian governorates that locates in the north of WB, this governorate has an area equal 203704 Dunms, zero Dunms were registered

before war of 1967 (registered by Jordan), and 203704 Dunms are not registered (unregistered area). All Palestinian communities the in Salfeet governorate need the land registration processes, the total number of Palestinian communities in Salfeet is equal 20.

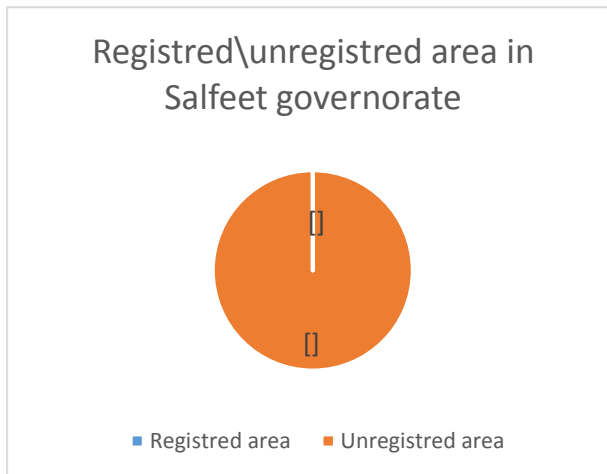


Figure 33:Registered\Unregistered Area in Salfeet Governorate

### 1) Settlement Agreements (LGUs agreements):

In 2016 LWSC signed 10 settlement agreements with 10 LGUs in Salfeet governorate, in 2017, LWSC signed another 8 settlement agreements with 8 different VCs, in 2018 LWSC signed another 2 settlement agreements in the same governorate, by the end of 2018 LWSC signed a settlement agreement with all Palestinian communities in Salfeet governorate, thus, LWSC did not sign any new settlement agreements in Salfeet governorate, due to completion of the settlement agreements with all targeted communities in Salfeet governorate in 2019 and 2020.

the next following chart represents the number of signed agreements with LGUs in the Salfeet governorate:

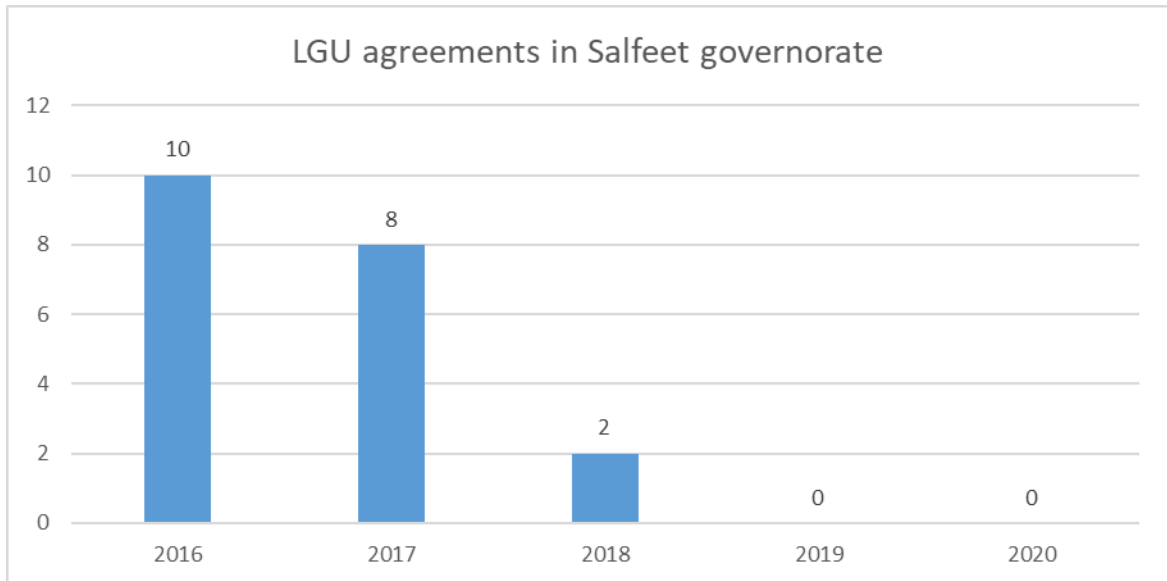


Figure 34: LGU Agreements in Salfeet Governorate

## 2) Settlement Orders:

In 2016 LWSC announced 6 settlement orders in Salfeet governorate, however, in 2017 LWSC announced 5 settlement orders in 5 different communities in this governorate, in 2018 LWSC announced another 5 settlement orders, in 2019 LWSC did not announce settlements orders in Salfeet governorate.

finally, in 2020, LWSC announced 1 settlement order in Salfeet governorate, the total number of settlement orders by the end of 2020 was equal 17 orders for 17 different Palestinian communities, taking into consideration that 3 Palestinian communities issued their settlement orders before establishing LWSC.

the next following chart represents the settlement orders in Salfeet governorate since 2016 -2020:

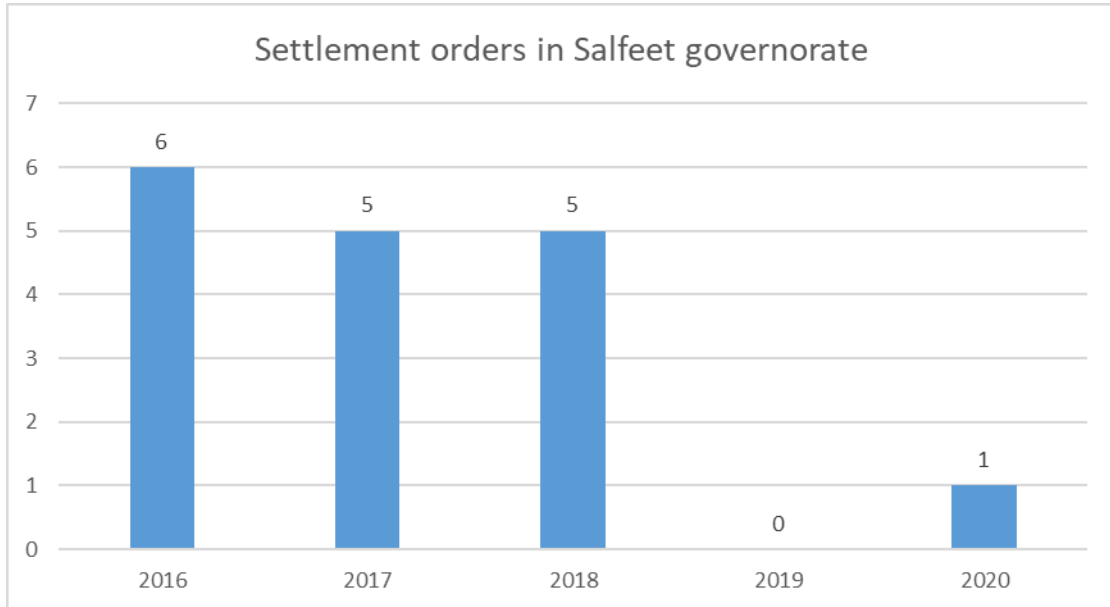


Figure 35: Settlement Orders in Salfeet Governorate

#### 4) Settlement Announcements:

In 2016 LWSC announced 2 settlement orders in all of Salfeet governorate, in 2017, LWSC announced 4 settlement announcements, in 2018, LWSC announced another 5 settlement announcements in Salfeet governorate, in 2019 LWSC did not announce any new settlement announcements.

In 2020, LWSC announced only one new settlement announcement in Salfeet governorate, by the end of 2020, the total number of settlement orders were 12 settlement announcements, however the total number of villages that needed announcements was 5 communities.

The next following chart represent the settlement announcements in Salfeet governorate from 2016-2020:

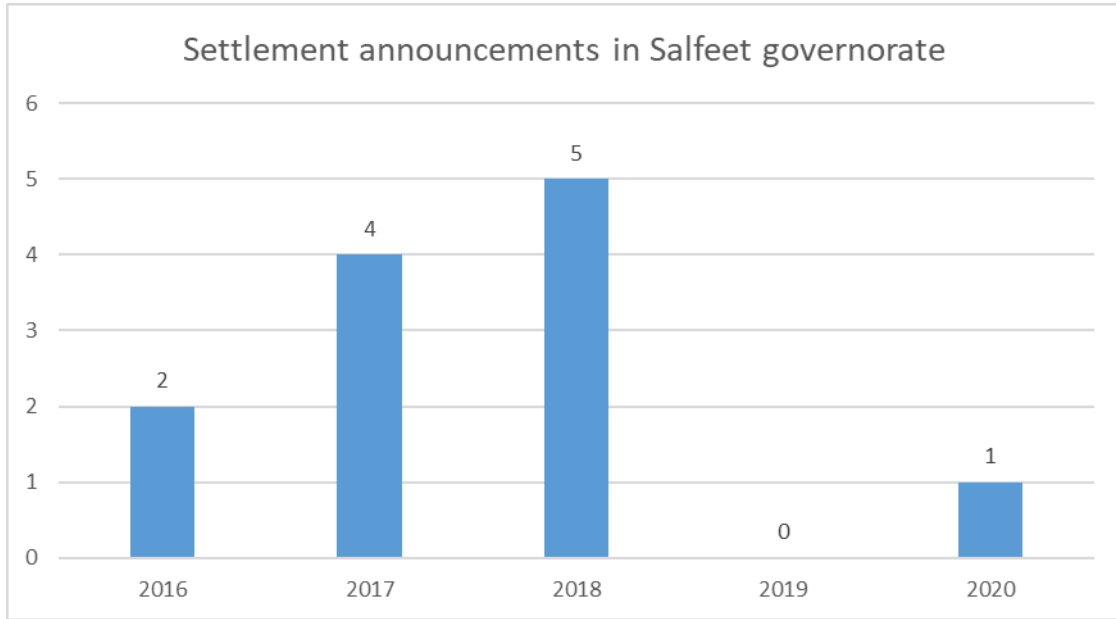


Figure 36: Settlement Announcements in Salfeet Governorate

**The Land Process Achievements Indicator in Salfeet Governorate (Settlement Agreements, Orders, and Announcements):**

LWSC signed all the needed settlement agreements with the target communities in Salfeet governorate, in 2018 LWSC signed the last needed agreements with LGUs in the governorate, thus the signing agreements process did not affect by COVID-19 spread, however, the settlement order may have been affected by COVID-19, since there was 3 Palestinian communities left without the settlement order step, finally, the settlement announcements step were also affected by COVID-19, because in 2020 LWSC signed only one new settlement announcement in Salfeet governorate, leaving 8 Palestinian communities in this governorate without settlement announcements, thus, this indicator was affected by COVID-19.

### 5) Land Surveying in Salfet Governorate:

In 2016, LWSC registered 2116 Dunms in all of Salfet governorate, in 2017, the LWSC doubled the land registration achievements, around 4372 Dunms were registered in different target communities in Salfet governorate. The registration of land parcels increased up to 19248 Dunms in 2018, and in 2019 the area that had been registered was around 47331 Dunms.

In 2020, LWSC registered only 10787 Dunms in all of Salfet governorate, taking in consideration that in the beginning of 2020, the total of unregistered area in Salfet governorate was 128988 Dunms.

The following chart represent the registered area in each year in Salfet governorate:

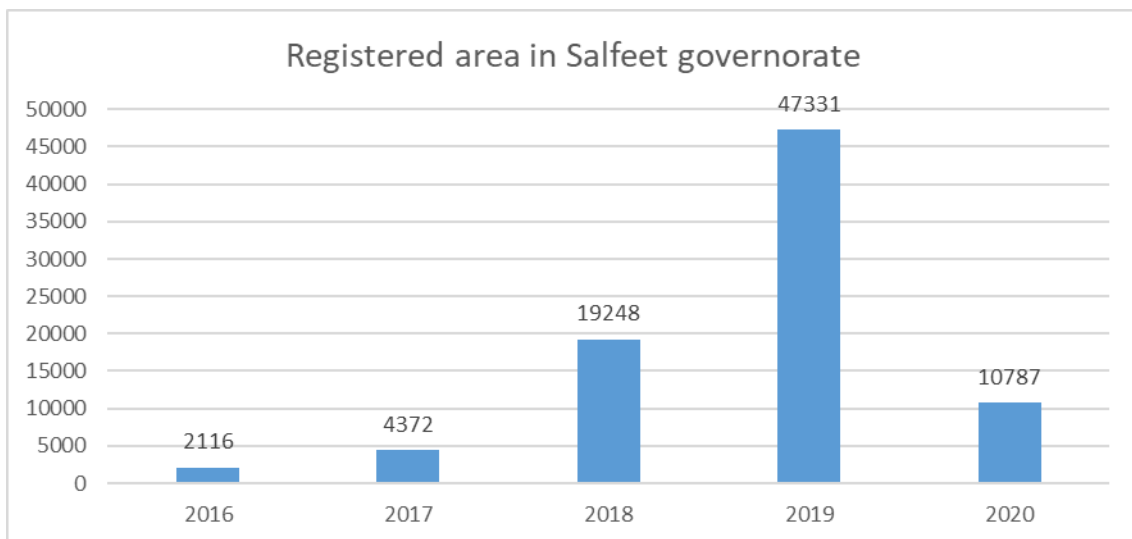


Figure 37: Registered Area in Salfet Governorate

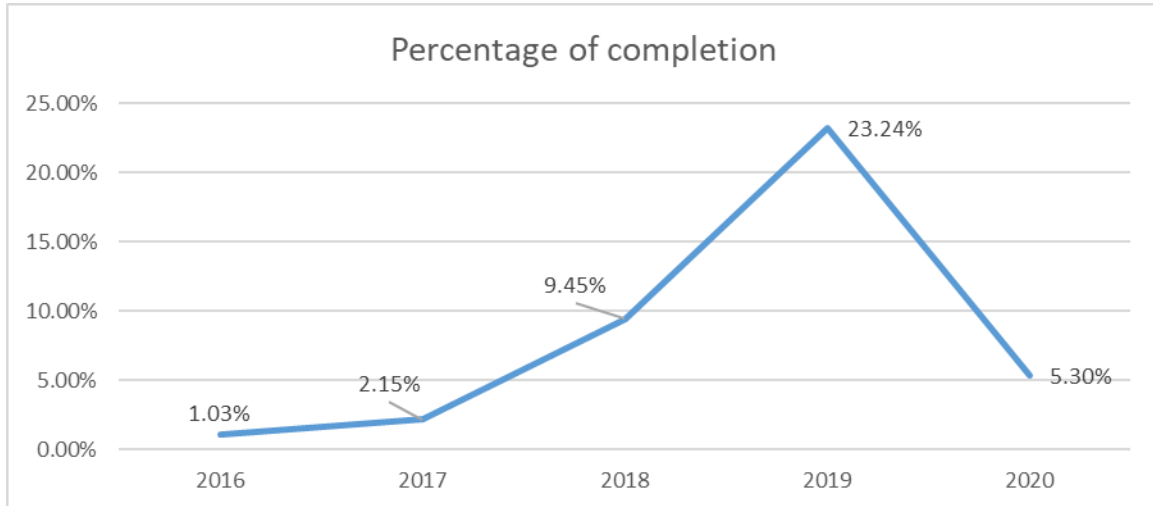


Figure 38: Percentage of Completion in Salfeet Governorate

#### **The Land Surveying Indicator in Salfeet Governorate:**

The land surveying in Salfeet governorate was affected directly by COVID-19, since the registered area process dropped from 23.24% in 2019 to 5.30% in 2020, although there were 130637 Dunms of area needed to be registered in Salfeet governorate at the beginning of 2020, LWSC registered only 8.26% from this area in 2020. thus, the indicator of land surveying, affected by COVID-19.

#### **5). Objections on Land Registration in Salfeet Governorate:**

In 2016, LWSC received only 40 objections on 680 parcels in Salfeet governorate, however, in 2017, LWSC received 37 objections only on 1244 parcels, in 2018, around 254 objections received on 7229 parcels, but in 2019, the number of objections increased up to 1150 on 17717 parcels. In 2020, LWSC received 479 on 5475 parcels.

The ratio of objection to parcels locates between 2.97% up to 8.75%. In 2020, the ratio was 8.75%, thus the land registration process in 2020 affected with COVID-19 in Salfeet governorate.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

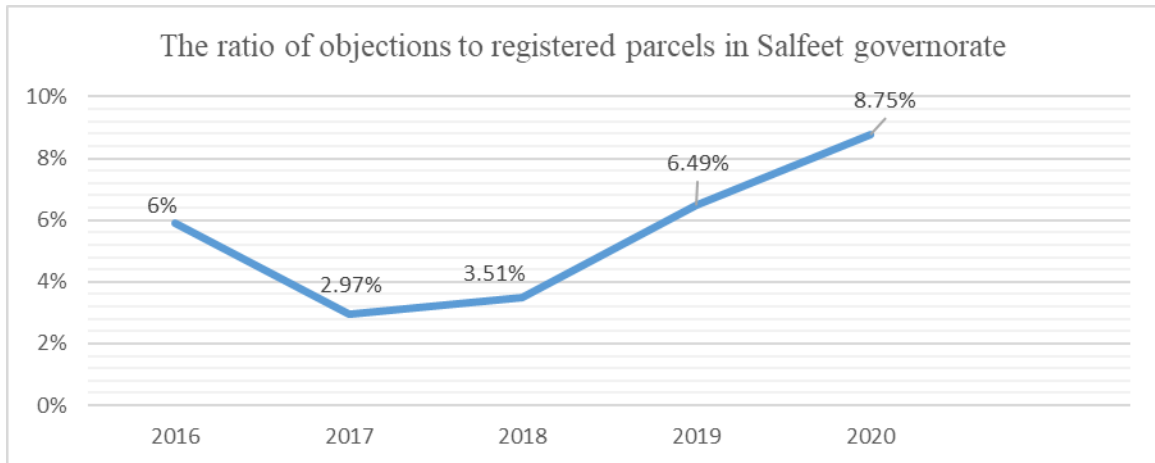


Figure 39: The Ratio of Objections to Registered Parcels in Salfeet Governorate

#### **The Land Registration Indicator in Salfeet Governorate:**

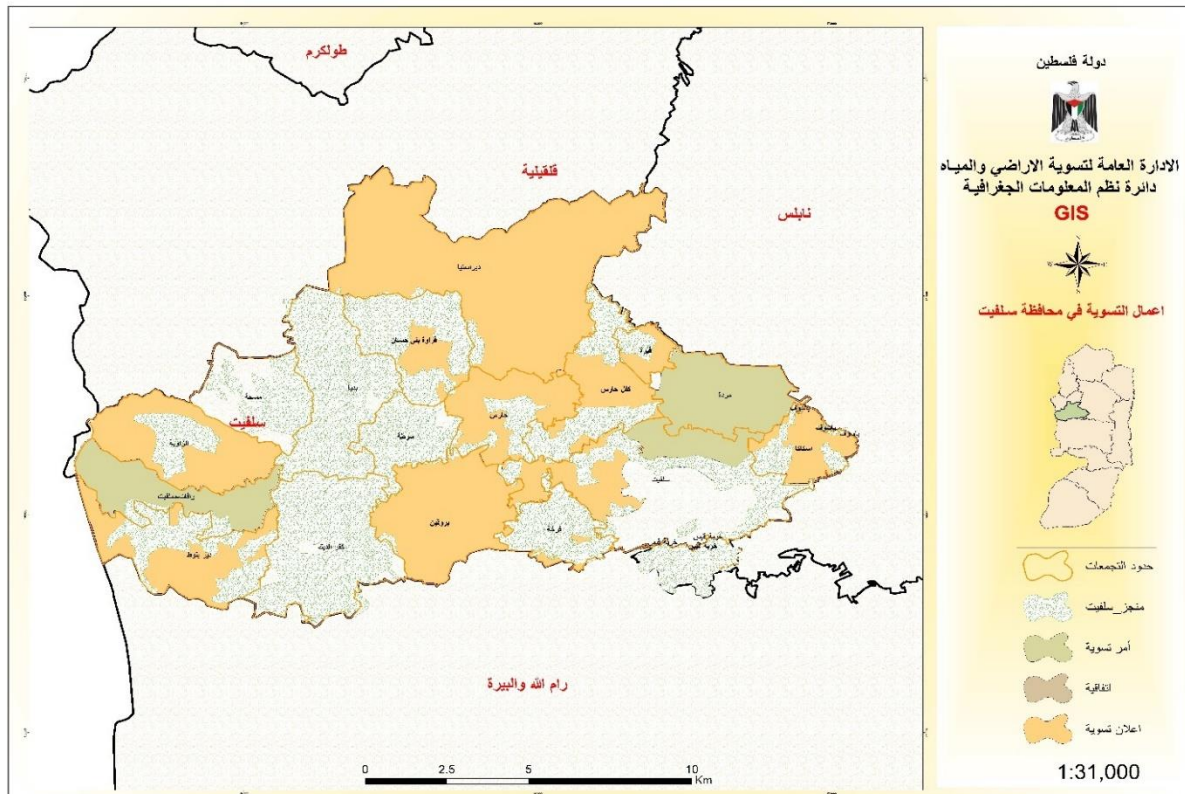
The ratio average of objection to registered in the targeted communities in Salfeet governorate was less than 7% in 2016,2017,2018, and 2019 but, in 2020 the ratio increased up to 8.75% comparing with previous year, it was 6.49%, thus the land registration indicator did not affect with COVID-19 in Salfeet governorate.

#### **6) Completed Settlement Process and Land Registration Offices in Salfeet Governorate:**

In 2019, LWSC finished completely all the settlement process and land registration for 3 Palestinian communities in Salfeet governorate. In 2020, LWSC finished completely

all the settlement process and land registration for 2 Palestinian communities in Salfet governorate.

**The Next Following Map Represents the Overall Achievements in Salfet Governorate Until the End of 2020:**



Map 8: The Overall Achievements in Salfet Governorate Until the End of 2020

Map Source: GIS Department/Land and Water Settlement Commission.

- **Ramallah and Al-Bireh Governorate:**

Ramallah and Al-Bireh governorate is one the Palestinian governorate that locates in the middle of WB, this governorate has an area equal 855574.5 Dunms, around 384824.8 Dunms were registered before war of 1967 (registered by Jordan), and 470749.7 Dunms are not registered.

The total number of Palestinian communities in Ramallah and Al-Bireh governorate are equal 71 communities, around 24 of these communities registered before the war of 1967 (Jordanian registered), on the other hand, there are 47 Palestinian communities are unregistered area.

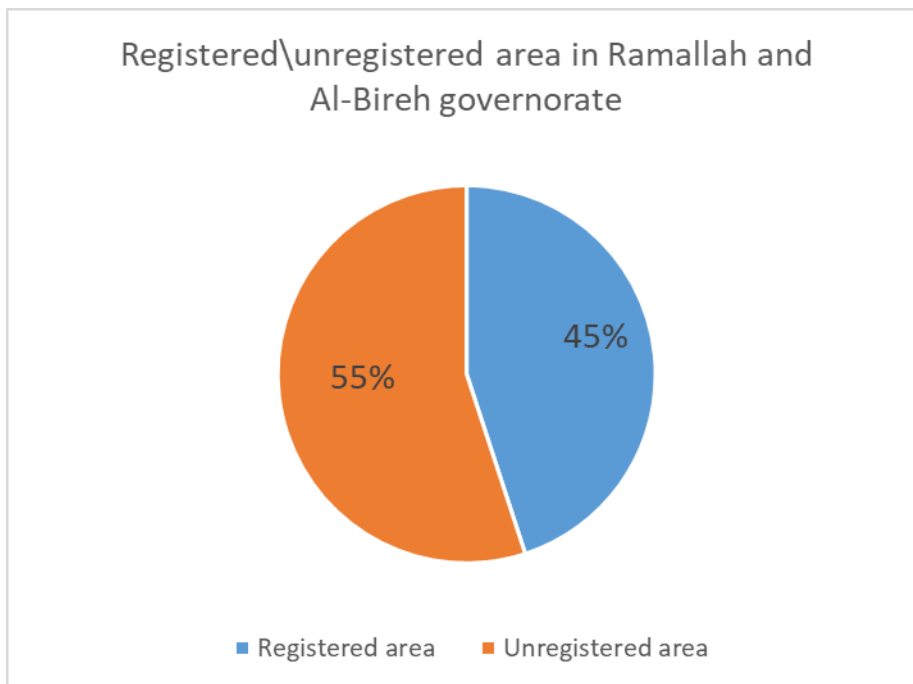


Figure 40: Registered\Unregistered Area in Ramallah and Al-Bireh Governorate

### 1) Settlement Agreements (LGUs Agreements):

In 2016 LWSC signed 13 settlement agreements with 13 Palestinian communities in Ramallah and Al-Bireh governorate, in 2017, LWSC signed another 24 settlement agreements, in 2018 LWSC signed another 8 settlement agreements in the same governorate, in 2019 LWSC signed 2 settlement agreements in 2 Palestinian governorate.

In 2020, LWSC did not signed any new settlement agreements with any LGU in Palestinian communities.

the next following chart represent the number of signed agreements with LGUs in Ramallah and Al-Bireh governorate:

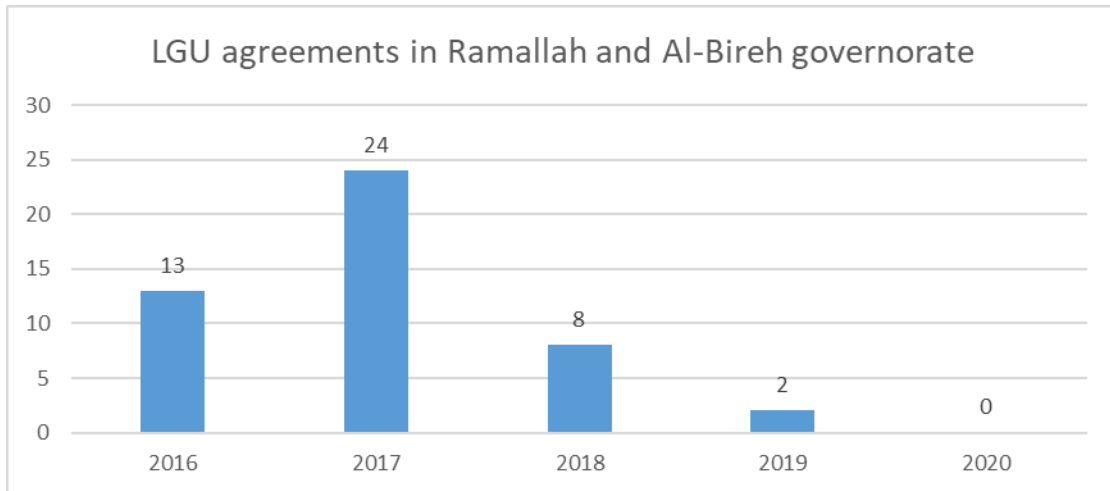


Figure 41: LGU Agreements in Ramallah and Al-Bireh Governorate

## 2) Settlement Orders:

In 2016 LWSC announced 10 settlement orders in Ramallah and Al-Bireh governorate, in 2017 LWSC announced 26 settlement orders in 26 different communities in this governorate, in 2018 LWSC announced another 8 settlement orders, in 2019 LWSC announced another 7 settlements orders.

finally, in 2020, LWSC announced 3 settlement orders in Ramallah governorate, the total number of settlement orders by the end of 2020 was equal 54 orders for 54 different Palestinian communities in same governorate.

There are 8 settlement orders issued for partial parcels or for specific blocks in Ramallah and Al-Bireh governorate.

the next following chart represents the settlement orders in Ramallah governorate since 2016 -2020:

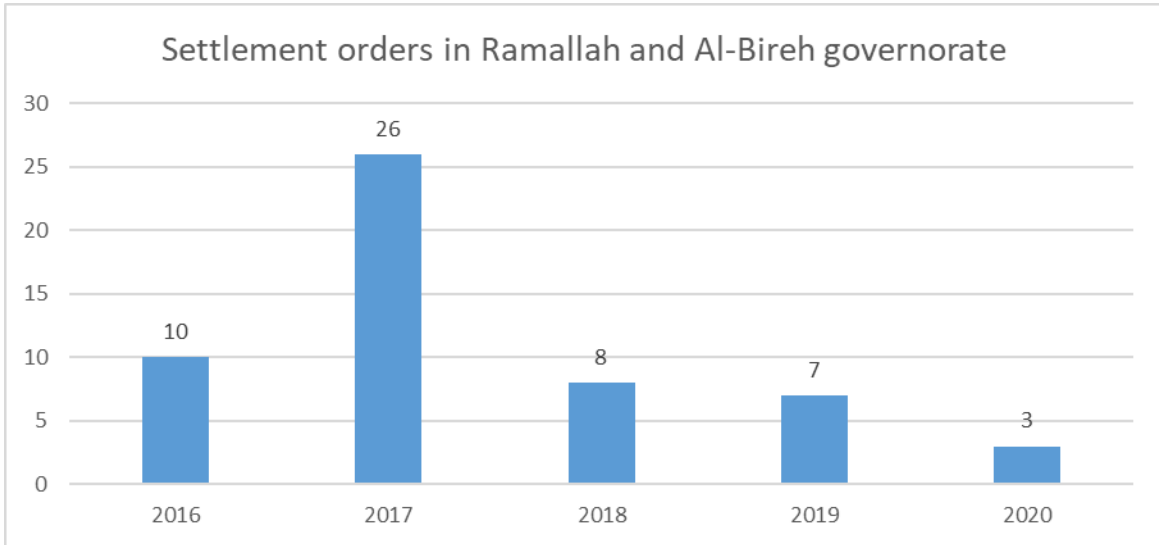


Figure 42: Settlement Orders in Ramallah and Al-Bireh Governorate

#### 4) Settlement Announcements:

In 2016 LWSC announced 3 settlement orders in all of Ramallah and Al-Bireh governorate, in 2017, LWSC announced 22 settlement announcements, in 2018, LWSC announced another 11 settlement announcements in Ramallah and Al-Bireh governorate, in 2019 LWSC announced 7 settlement orders for 7 communities.

In 2020, LWSC announced 7 settlement announcements in Ramallah and Al-Bireh governorate, by the end of 2020, the total number of settlement orders were 50 settlement announcements, however the total number of villages that needed announcements were 7 communities.

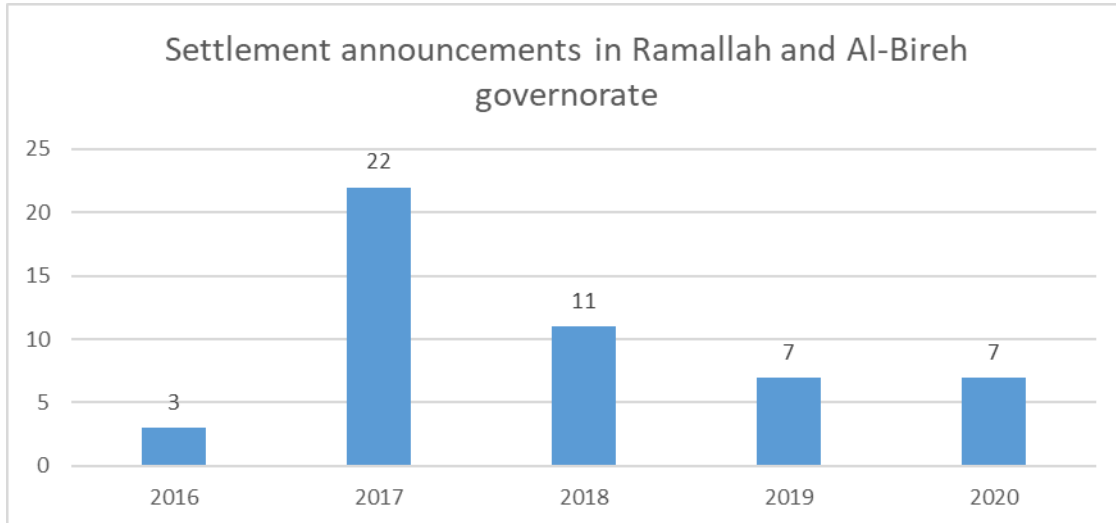


Figure 43: Settlement Announcements in Ramallah and Al-Bireh Governorate

**The Land Process Achievements Indicator in Ramallah and Al-Bireh Governorate (settlement agreements, orders, and announcements):**

LWSC signed all the needed settlement agreements with the target communities in Ramallah and Al-Bireh governorate, in 2019 LWSC signed the last needed agreements with LGUs in this governorate, thus the signing agreements process did not affect by COVID-19 spread, moreover, the settlement order did not affect by COVID-19, since LWSC issued all the needed settlement orders in Ramallah and Al-Bireh governorate except one community that has a special case due to its geographic location.

Finally, the settlement announcements were affected slightly by COVID-19, since, there are 7 communities left without settlement announcements.

**4) Land Surveying in Ramallah and Al-Bireh Governorate:**

In 2016, LWSC registered 1864 Dunms with 643 parcels in all of Ramallah and Al-Bireh governorate, in 2017, LWSC increased the registration land parcels with 7559 parcels, around 11654.2 Dunms, in 2018, around 42532.9 Dunms had been registered

with 15713 parcels, in 2019, LWSC registered another 116915.9 Dunms distributed in 47701 parcels.

In 2020, LWSC registered only 43007.08 Dunms in all of Ramallah and Al-Bireh governorate, taking inconsideration that in the beginning of 2020, the total of unregistered area in Ramallah and Al-Bireh governorate was 287877 Dunms.

The following chart represent the registered area in each year in Ramallah and Al-Bireh governorate:

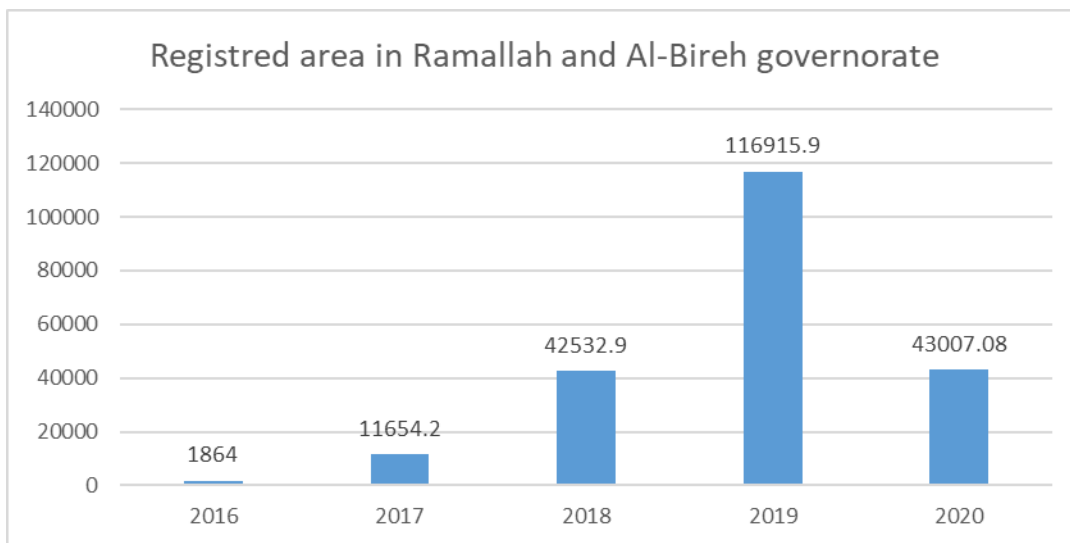


Figure 44: Registered area in Ramallah and Al-Bireh governorate

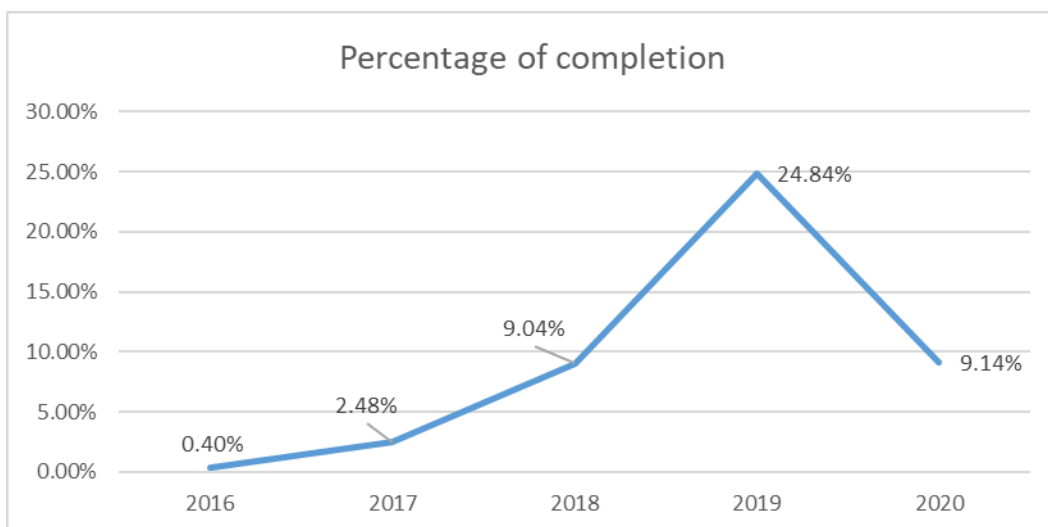


Figure 45: Percentage of Completion in Ramallah and Al-Bireh Governorate

**The Land Surveying Indicator in Ramallah and Al-Bireh Governorate:**

The land surveying in Ramallah and Al-Bireh governorate was affected directly by COVID-19, since the registered area process dropped from 24.84% in 2019 to 9.14% in 2020, although there were 295918.7 Dunms of area needed to be registered in Ramallah and Al-Bireh governorate at the beginning of 2020, LWSC registered only 14.44% from this area in 2020. thus, the indicator of land surveying, affected by COVID-19.

**5). Objections on Land Registration in Ramallah and Al-Bireh Governorate:**

In 2016, LWSC received only 39 objections on 643 parcels in Ramallah and Al-Bireh governorate, however, in 2017, the objections increased, LWSC received 739 objections on 7559 parcels, in 2018, around 752 objections received on 15713 parcels, but in 2019, the number of objections increased up to 1779 on 47701 parcels. In 2020, LWSC received 1520 on 17387 parcels.

The ratio of objection to parcels locates between 3.73% up to 9.78%. In 2020, the ratio was 8.74%, by comparing the ratio of objections to registered parcels in 2019 with 2020, this indicator affected by COVID-19, since the ratio in 2019 was 3.73% and in 2020, the ratio highly increased up to 8.74%.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

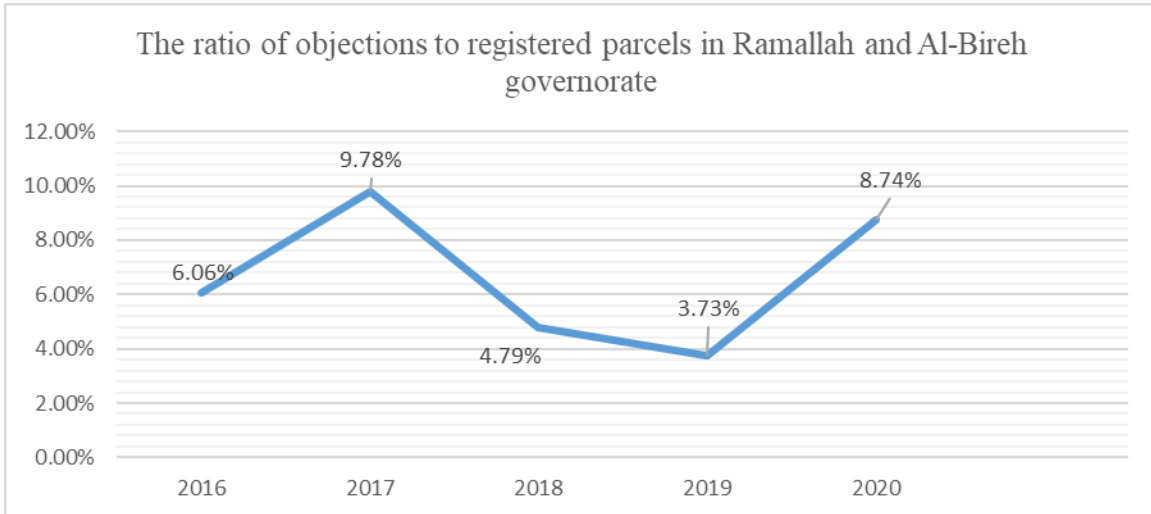


Figure 46: The Ratio of Objections to Registered Parcels in Ramallah and Al-Bireh

#### **The Land Registration Indicator in Ramallah and Al-Bireh Governorate:**

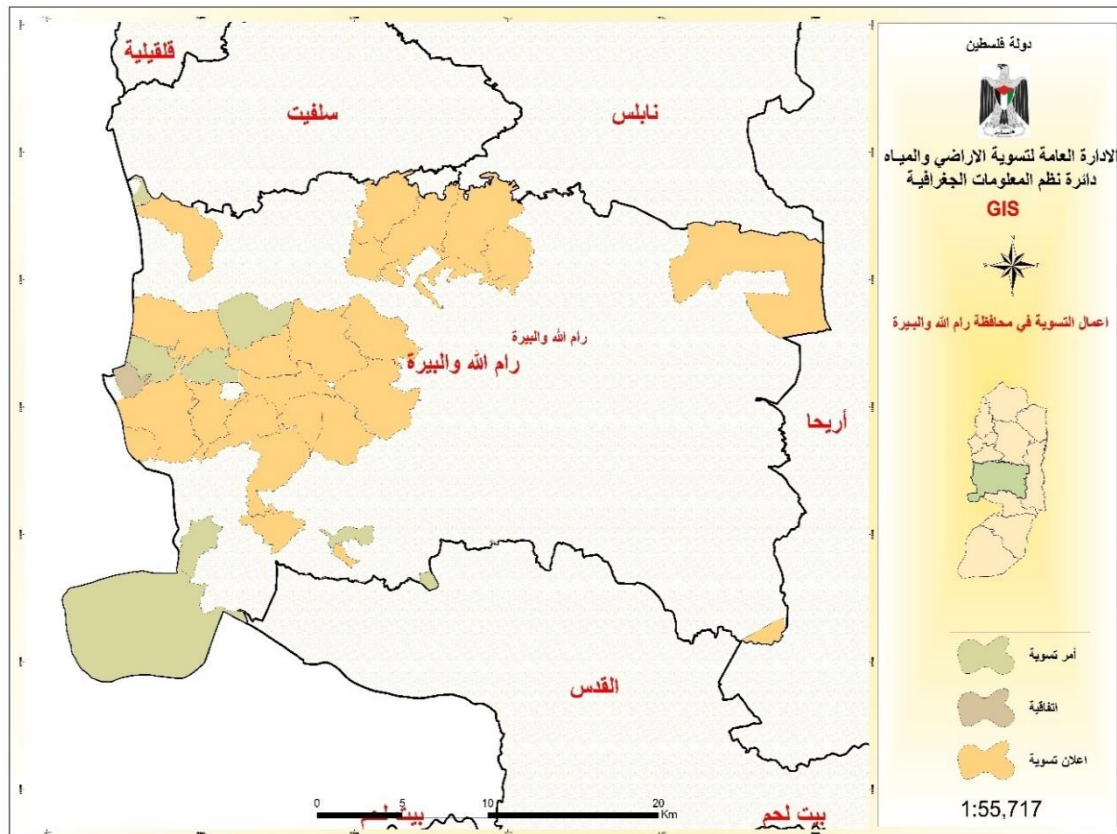
The ratio average of objection to registered in the targeted communities in Ramallah and Al-Bireh governorate was less than 10% in 2016, 2017, 2018, and 2019. In 2020, the ratio of objections to registered parcels was equal 8.74%, comparing with previous year (2019) the ratio was equal 3.73%, thus this indicator affected by COVID-19, since the ratio of objections to registered area doubled comparing with previous years 2018 and 2019.

#### **5) Completed Settlement Process and Land Registration Offices in Ramallah and Al-Bireh Governorate:**

In 2017, LWSC finished completely all the settlement process and land registration for 1 Palestinian communities in Ramallah and Al-Bireh governorate. In 2018, LWSC finished completely all the settlement process and land registration for 3 Palestinian communities in Ramallah and Al-Bireh governorate. In 2019, LWSC finished

completely all the settlement process and land registration for 13 Palestinian communities. Moreover, in 2020, LWSC finished the same process for 5 communities in Ramallah and Al-Bireh governorate.

The next following map represents the overall achievements in Ramallah and Al-Bireh governorate until the end of 2020:



Map 9: The Overall Achievements in Ramallah and Al-Bireh Governorate Until the End of 2020

Map Source: GIS Department/Land and Water Settlement Commission.

- **Jerusalem Governorate:**

Jerusalem governorate is one the Palestinian governorate that locates in the middle of WB, this governorate has an area equal 344447.4 Dunms, around 90230.8 Dunms were

registered before war of 1967 (registered by Jordan), and 254216.6 Dunms are not registered (unregistered area), The total number of Palestinian communities that need the registration process are equal 18 communities.

The next following chart represents the registered\unregistered area percentage in Jerusalem governorate:

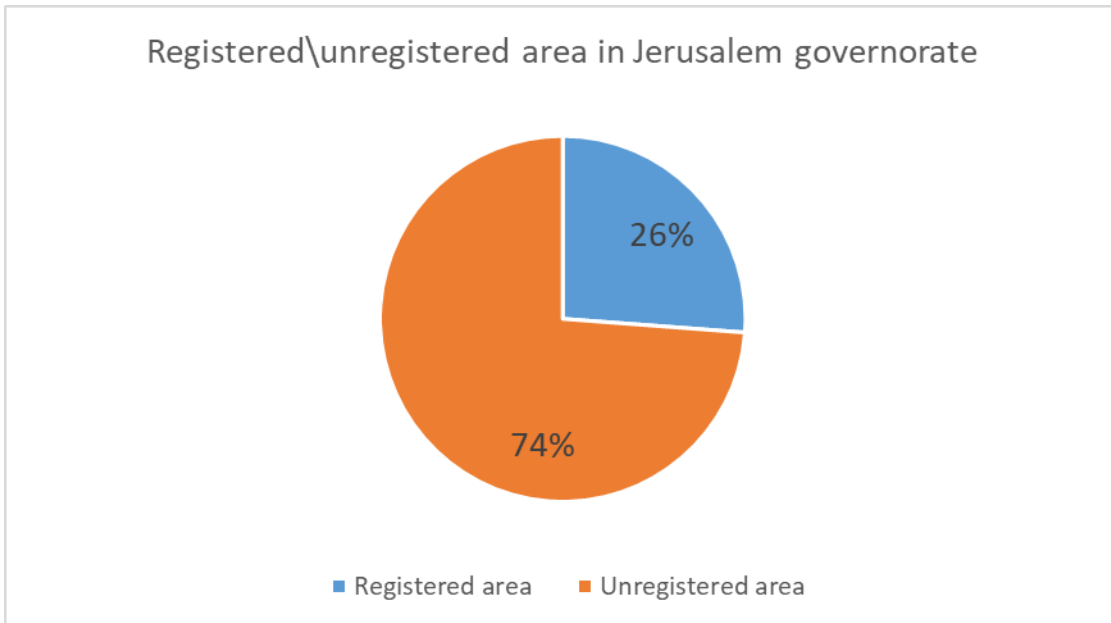


Figure 47: Registered\Unregistered Area in Jerusalem Governorate

### 1) Settlement Agreements (LGUs Agreements):

In 2016 LWSC signed only 1 settlement agreement in Jerusalem governorate, in 2017, LWSC signed another 12 settlement agreements, in 2018 LWSC signed another 4 settlement agreements in the same governorate, in 2019 LWSC signed 1 settlement agreements.

In 2020, LWSC did not signed any new settlement agreements with any LGU in Palestinian communities.

the next following chart represent the number of signed agreements with LGUs in Jerusalem governorate:

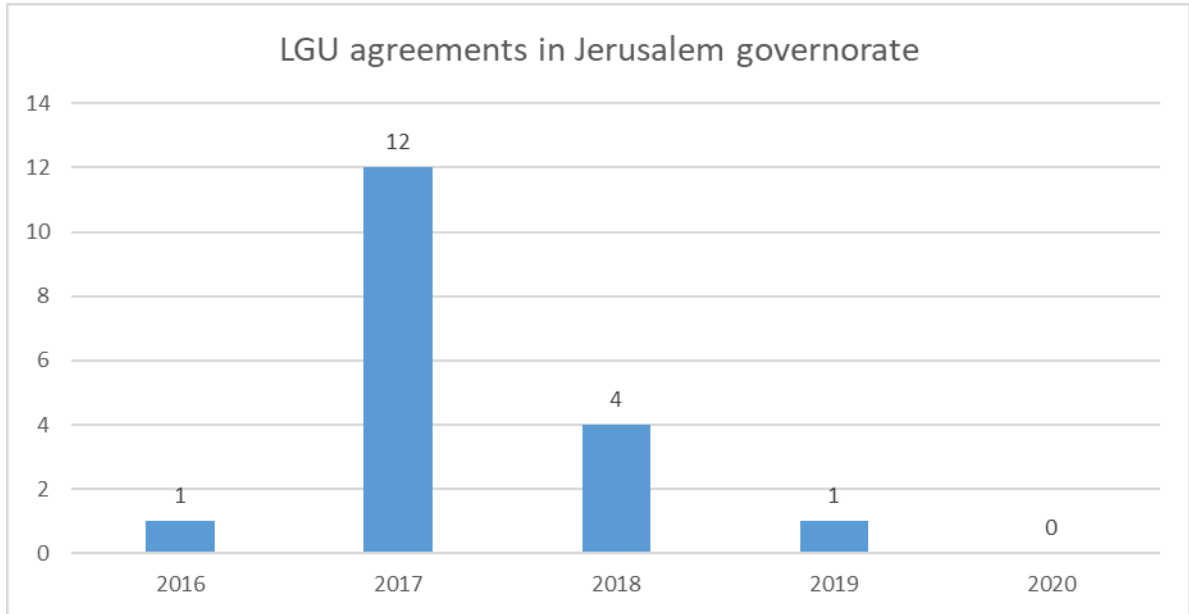


Figure 48: LGU Agreements in Jerusalem Governorate

## 2) Settlement Orders:

In 2016 LWSC announced 2 settlement orders in Jerusalem governorate, in 2017 LWSC announced 7 settlement orders in 7 different communities in this governorate, in 2018 LWSC announced another 4 settlement orders, in 2019 LWSC announced another 1 settlements order.

finally, in 2020, LWSC did not announce any new settlement orders in Jerusalem governorate, the total number of settlement orders by the end of 2020 was equal 20 orders for 20 different Palestinian communities in same governorate. Taking inconsideration that some villages have more than one settlement order (partial settlement orders).

LWSC announced 2 settlement orders for parcels or separated block (partial settlement orders), thus there are 2 communities stopped at settlement agreements step.

the next following chart represents the settlement orders in Jerusalem governorate since 2016 -2020:

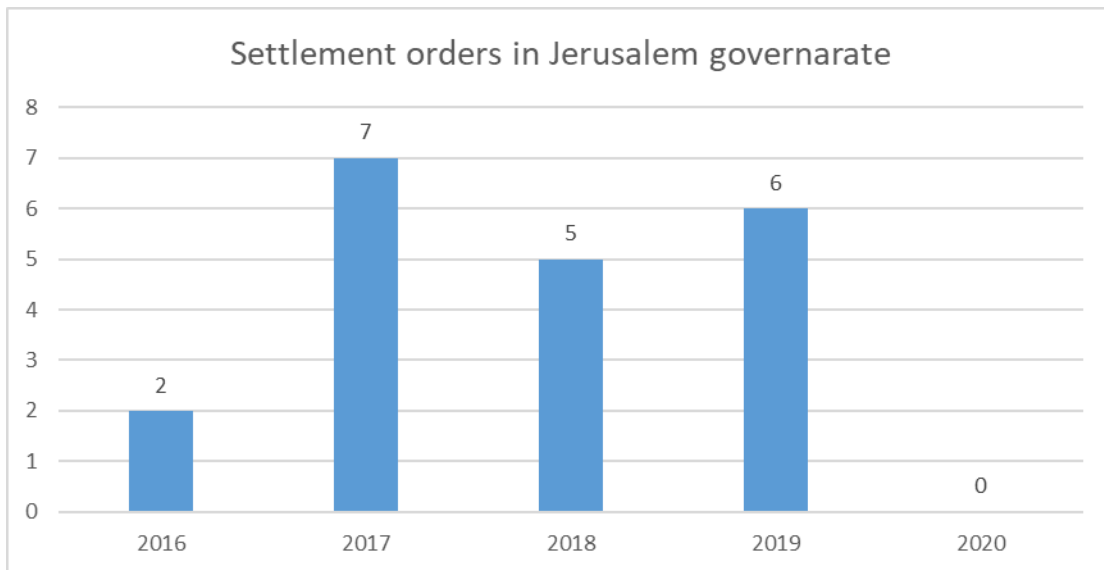


Figure 49: Settlement Orders in Jerusalem Governorate

### 3) Settlement Announcements:

In 2016 LWSC announced 2 settlement orders in all of Jerusalem governorate, in 2017, LWSC announced 6 settlement announcements, in 2018, LWSC announced another 5 settlement announcements in Jerusalem governorate, in 2019 LWSC announced 2 settlement orders for 2 communities.

In 2020, LWSC did not announce any new settlement announcements in Jerusalem governorate, by the end of 2020, the total number of settlement orders were 15 settlement announcements, however the total number of villages that needed announcements were 6 communities, taking in consideration that some villages have more than one settlement order (partial settlement announcements).

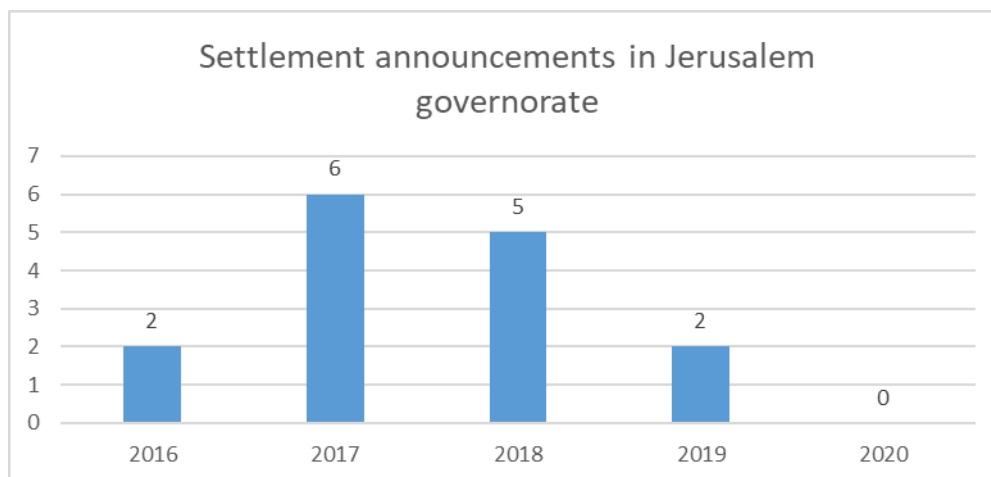


Figure 50: Settlement Announcements in Jerusalem Governorate

**The Land Process Achievements Indicator in Jerusalem Governorate (settlement agreements, orders, and announcements):**

LWSC signed all the needed settlement agreements with the target communities in Jerusalem governorate, in 2019 LWSC signed the last needed agreements with LGUs in this governorate, thus the signing agreements process did not affect by COVID-19 spread, however, there are 3 Palestinian communities in Jerusalem governorate, need the settlement order, thus the settlement order step might have affected with COVID-19. Finally, the settlement announcements were affected widely by COVID-19, since more than 5 Palestinian communities stopped at settlement order steps without issuing the settlement announcements.

**5) Land Surveying in Jerusalem Governorate:**

In 2016, LWSC did not register any new areas during this year in all of Jerusalem governorate, in 2017, LWSC registered 886 Dunms, distributed in 432 land parcels land

parcels, in 2018, around 3169.8 Dunms had been registered with 2090 parcels, in 2019, LWSC registered another 4682.1 Dunms distributed in 3328 parcels.

In 2020, LWSC registered only 1734 Dunms in all of Jerusalem governorate, taking inconsideration that in the beginning of 2020, the total of unregistered area in Jerusalem governorate was 245348 Dunms.

The Following Chart Represent the Registered Area in each year in Jerusalem Governorate:

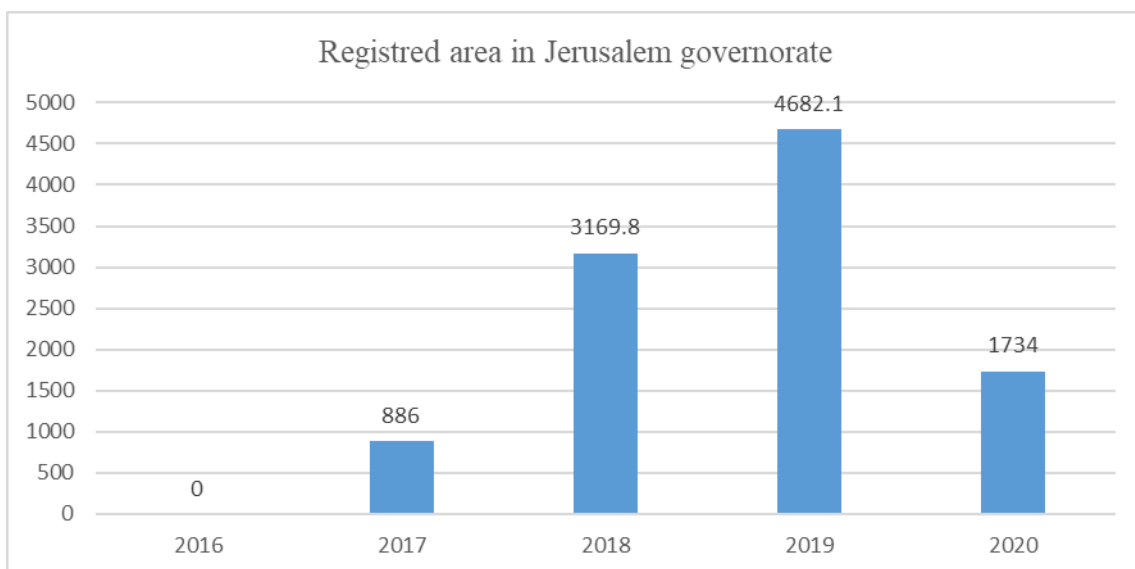


Figure 51: Registered Area in Jerusalem Governorate

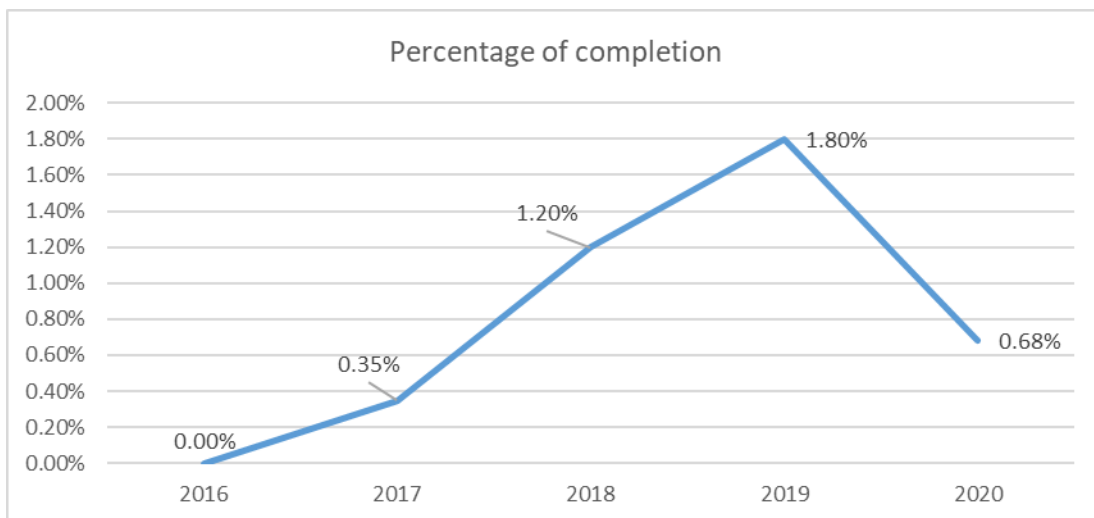


Figure 52: Percentage of Completion in Jerusalem Governorate

**The Land Surveying Indicator in Jerusalem Governorate:**

The land surveying in Jerusalem governorate was affected directly by COVID-19, since the registered area process dropped from 1.80% in 2019 to 0.68% in 2020, although there were 295918.7 Dunms of area needed to be registered in Jerusalem governorate at the beginning of 2020, LWSC registered only 0.7% from this area in 2020. thus, the indicator of land surveying, affected by COVID-19.

**5). Objections on Land Registration in Jerusalem Governorate:**

In 2016, LWSC did not receive any new objections on 643 parcels, since there were no any new registered parcels in this year, however, in 2017, LWSC received 22 objections on 432 parcels, in 2018, around 284 objections received on 2090 parcels, but in 2019, LWSC received less number of objections, around 223 objections on more number of parcels comparing with previous year, around 3328 parcels. in 2020, LWSC received 208 objections on 910 new registered parcels.

The ratio of objection to parcels locates between 5.09% up to 22.86%. In 2020, the ratio was 22.86%, by comparing the ratio of objections to registered parcels in 2019 with 2020, this indicator affected by COVID-19, since the ratio in 2019 was 6.70% and in 2020, the ratio highly increased up to 22.86%.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

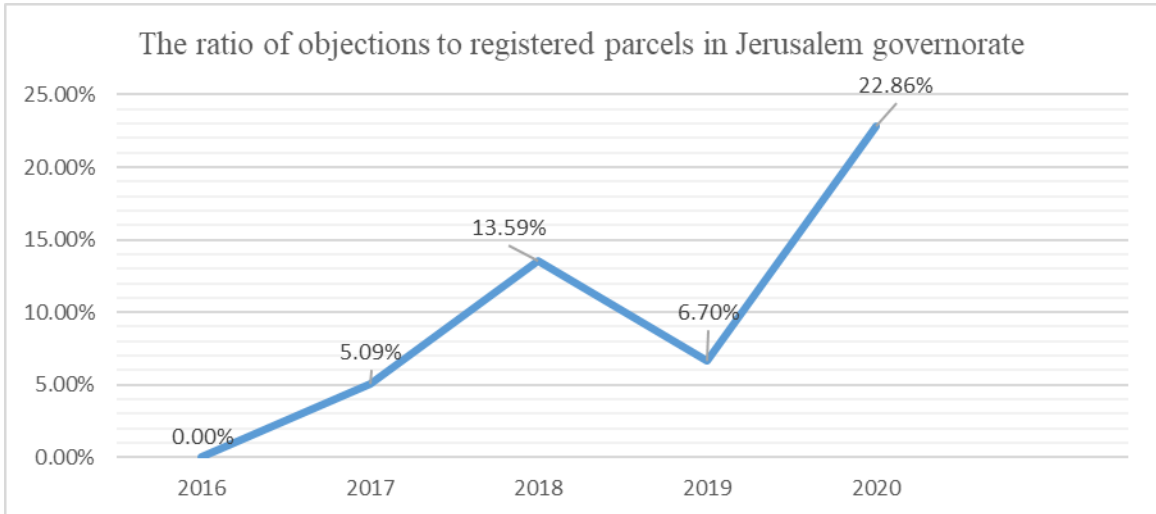


Figure 53: The ration of Objections to Registered Parcels in Jerusalem Governorate

#### **The Land Registration Indicator in Jerusalem Governorate:**

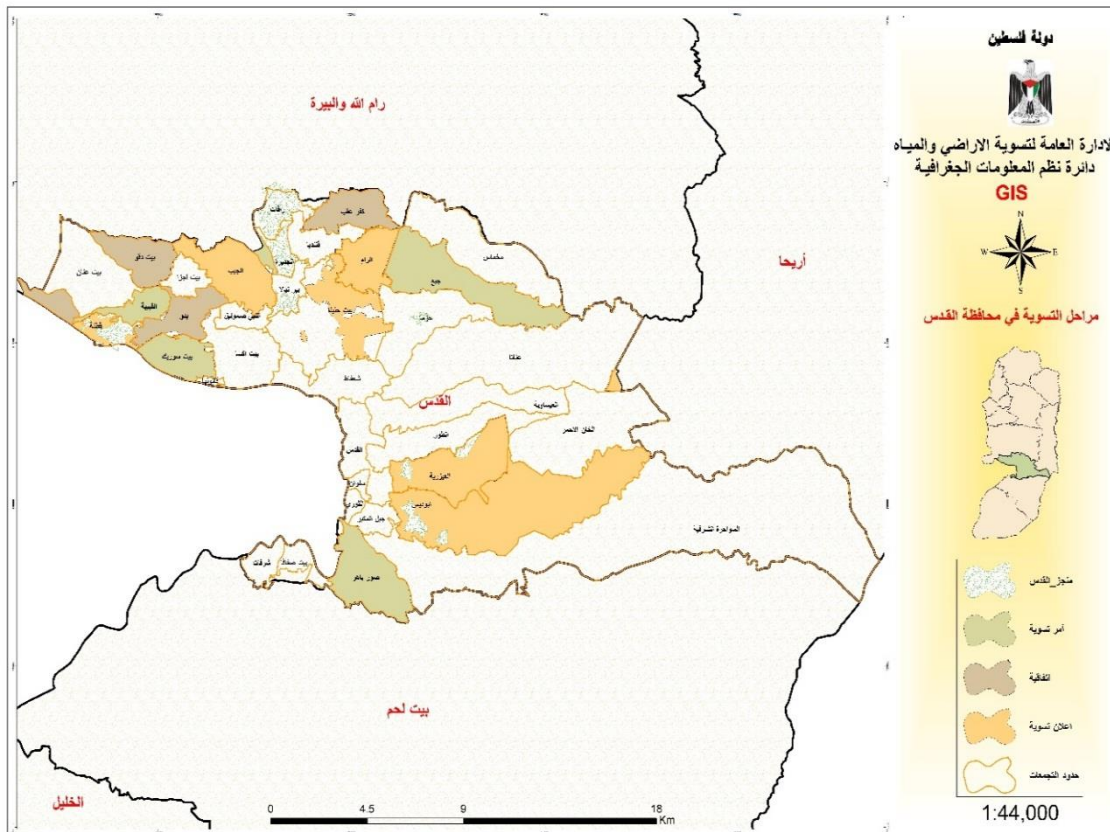
The ratio average of objection to registered in the targeted communities in Jerusalem governorate was less than 15% in 2016,2017,2018, and 2019. In 2020, the ratio of objections to registered parcels was equal 22.86%, comparing with previous year (2019) the ratio was equal 6.70%, thus this indicator affected by COVID-19, since the ratio of objections to registered area doubled comparing with previous years 2018 and 2019.

#### **6) Completed Settlement Process and Land Registration Offices in Jerusalem Governorate:**

In 2017, LWSC finished completely all the settlement process and land registration for one Palestinian community in Jerusalem governorate (Partial). In 2018, LWSC finished completely all the settlement process and land registration for another one Palestinian community in Jerusalem governorate. In 2019, LWSC finished completely all the settlement process and land registration for one Palestinian community. however, in

2020, LWSC did not finish completely the settlement and registration process in any new Palestinian communities in Jerusalem governorate.

The next following map represents the overall achievements in Jerusalem governorate until the end of 2020:



Map 10: Overall Achievements in Jerusalem Governorate until the End of 2020

Map Source: GIS Department/Land and Water Settlement Commission.

- **Jericho Governorate:**

Jericho governorate is one the Palestinian governorate that locates in the middle of WB, this governorate has an area equal 475971 Dunms, around 345048 Dunms were registered before war of 1967 (registered by Jordan), and 130923 Dunms are not registered (unregistered area). All Palestinian communities in Jericho governorate had

been registered before war of 1967 (registered area), except Al-Nabi Mussa village, this village dose not has a LGU, it belongs to Jericho municipality.

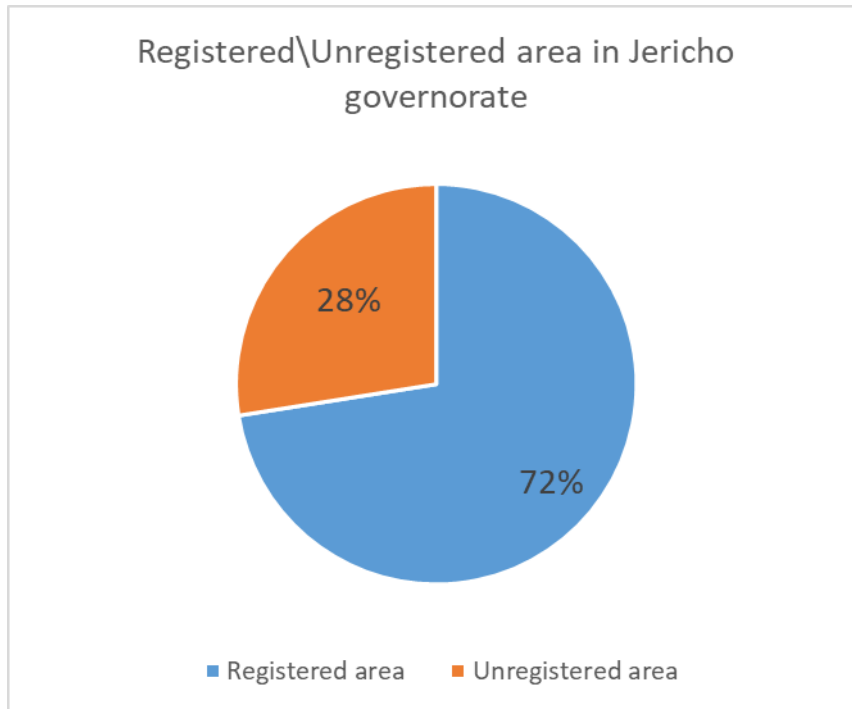


Figure 54: Registered\Unregistered Area in Jericho Governorate

### 1) Settlement Agreements (LGUs Agreements):

LWSC did not sign any settlement agreement with one left Palestinian community without registration, since this village belongs to Jericho municipality and it does not have a LGU. the total number of settlement agreements in Jericho governorate is equal zero.

### 2) Settlement Orders:

Al-Nabi Mussa village got the settlement order in 2019, LWSC announced only one settlement order in Jericho governorate.

### 3) Settlement Announcements:

Al-Nabi Mussa village got the settlement announcement in 2019, LWSC announced only one settlement announcement in Jericho governorate.

### The Land Process Achievements Indicator in Jericho Governorate (settlement agreements, orders, and announcements):

LWSC finished all the settlement processes (agreements, order, and announcements), in 2019, thus the spread of COVID-19 did not effect on the settlement processes in Jericho governorate.

### 4) Land Registration in Jericho Governorate:

The registration process started in An-Nabi Mussa in Jericho governorate in 2019, around 113397.6 Dunms had been registered in this year, however, in 2020 the registered area in this year was only 1886 Dunms.

Al-Nabi-Mussa is a special case in surveying, since most of land surveying process in 2019 done by using Arial photogrammetry process.

The following chart represent the registered area in each year in Jericho governorate:

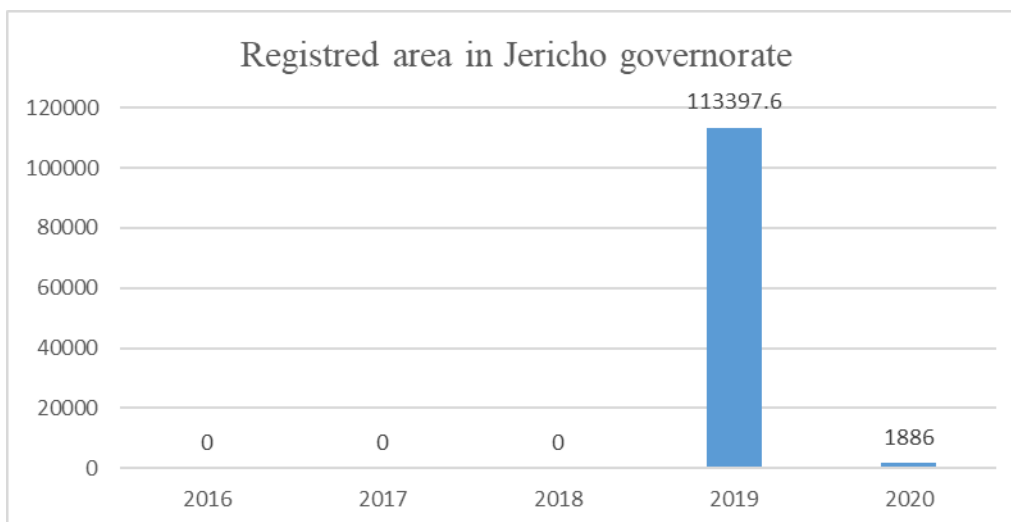


Figure 55: Registered Area in Jericho Governorate

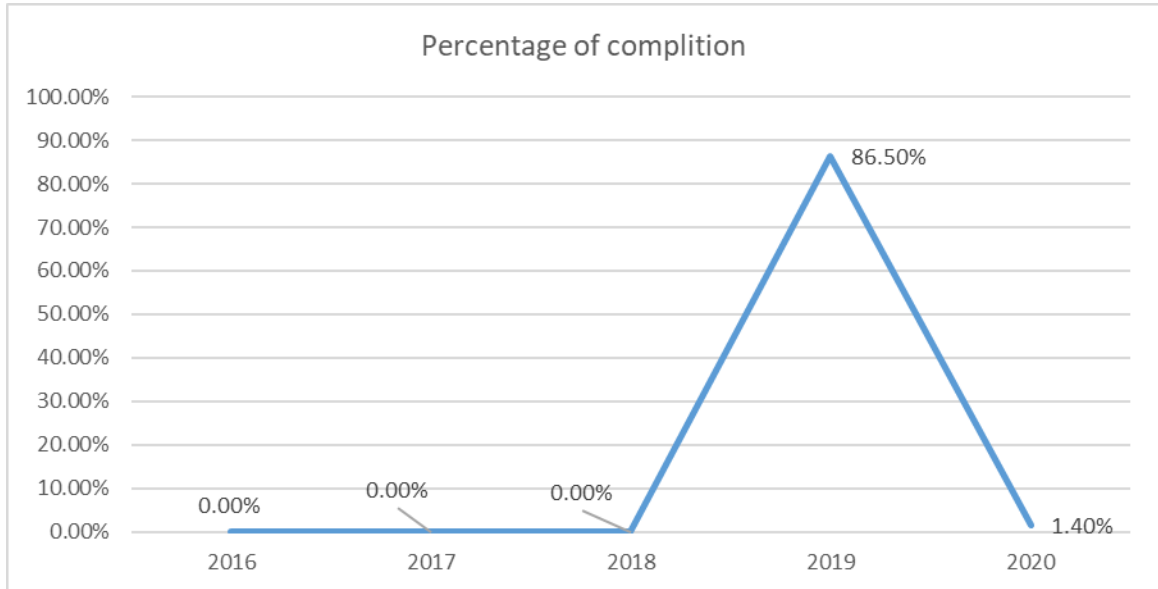


Figure 56: Percentage of Completion in Jericho Governorate

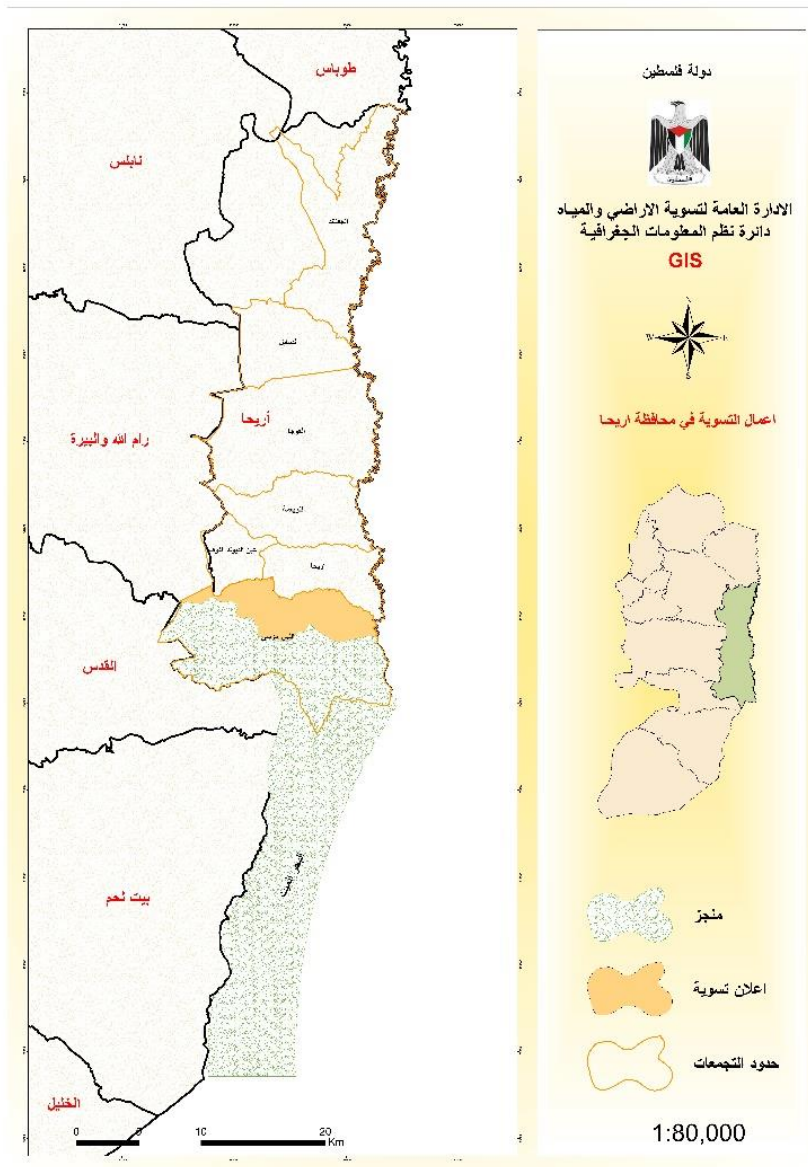
#### **The Land Surveying Indicator in Jericho Governorate:**

The land surveying in Jericho governorate dropped from 86.5% in 2019 to 1.40% in 2020, although there were 17594.4 Dunms of area needed to be registered in Jerusalem governorate at the beginning of 2020, LWSC registered only 10.72% from this area in 2020. thus, the indicator of land surveying may have been affected by COVID-19.

#### **5) Objections on Land Registration in Jericho Governorate:**

LWSC did not received any objections in Jericho governorate, starting from 2016 to 2020, taking in consideration that the total number of registered parcels in Jericho governorate were equal 362 parcels.

The next following map represents the overall achievements in Jericho governorate until the end of 2020:



Map 11: Overall Achievements in Jericho Governorate until the End of 2020

Map Source: GIS Department/LWSC:

- **Bethlehem Governorate:**

Bethlehem governorate is one the Palestinian governorate that locates in the south of WB, this governorate has an area equal 658872.4 Dunms, no any area or parcels had been registered before war of 1967, thus, the unregistered area in Bethlehem

governorate is equal 658872.4, around 15 Palestinian communities in Bethlehem governorate need the settlement process and land registration.

The next following chart represents the registered\unregistered area percentage in Bethlehem governorate:

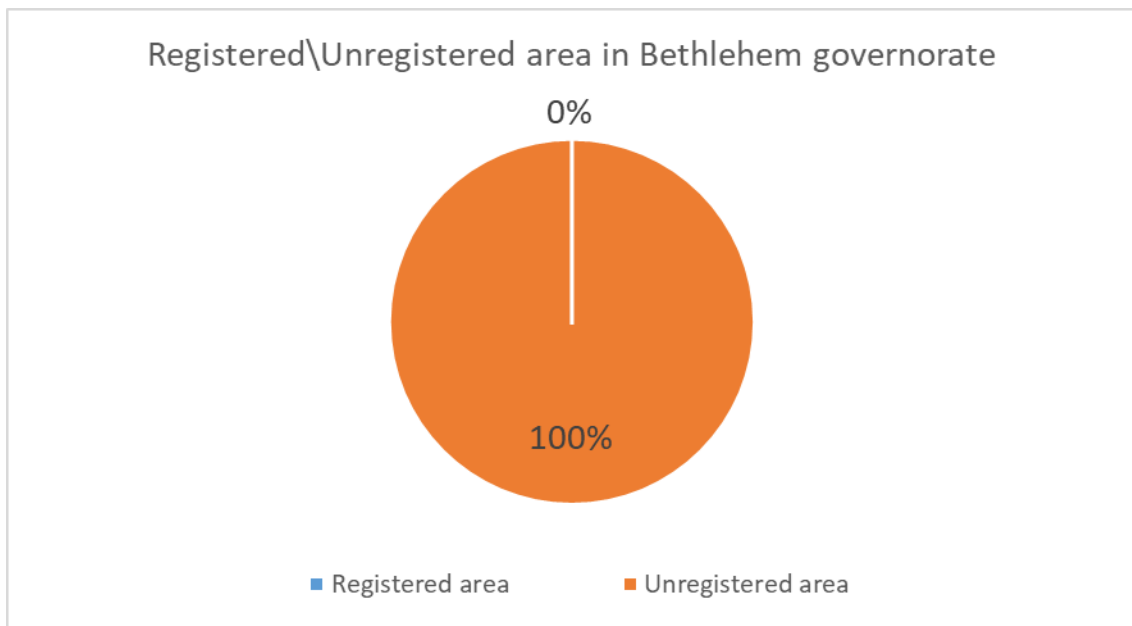


Figure 57: Registered\Unregistered Area in Bethlehem Governorate

### 1) Settlement Agreements (LGUs Agreements):

In 2016 LWSC signed 9 settlement agreement in Bethlehem governorate, in 2017, LWSC signed another 8 settlement agreements, in 2018 LWSC signed another 5 settlement agreements in the same governorate, in 2019 LWSC signed 5 settlement agreements.

In 2020, LWSC signed only 1 new settlement agreement with one LGU for one Palestinian governorate in Bethlehem governorate.

In Bethlehem, there are many settlement agreements signed only for separated parcels or separated blocks, there are 13 settlement agreements signed for only these parcels,

thus the total number of settlement agreements that LWSC signed them with LGUs are equal 28 settlement agreements.

the next following chart represent the number of signed agreements with LGUs in the Bethlehem governorate:

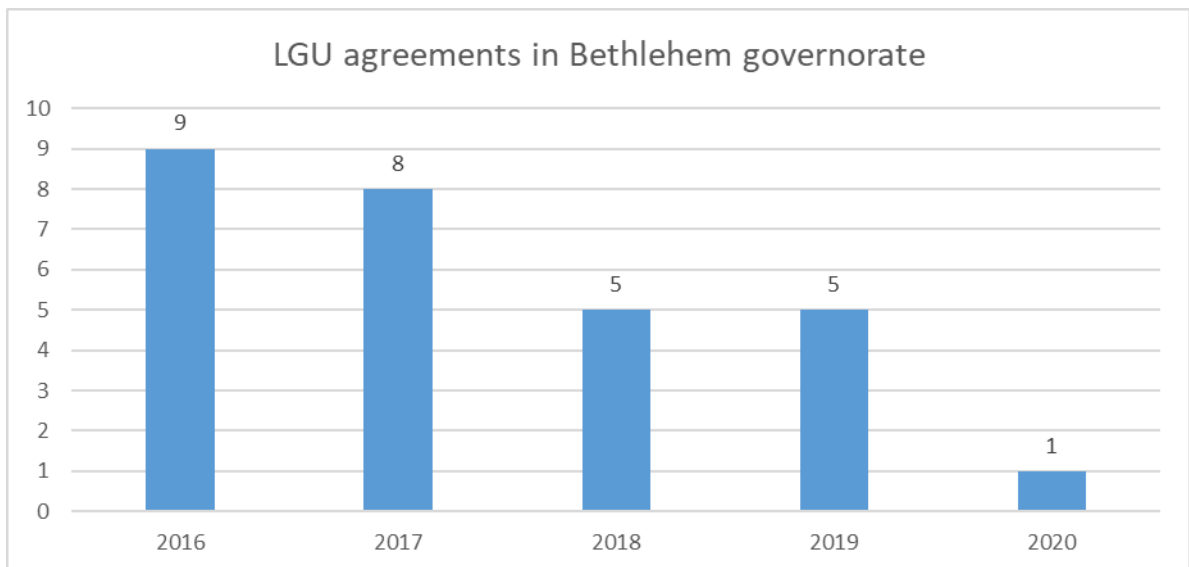


Figure 58: LGU Agreements in Bethlehem Governorate

## 2) Settlement Orders:

In 2016 LWSC announced 6 settlement orders in Bethlehem governorate, in 2017 LWSC announced 5 settlement orders in this governorate, in 2018 LWSC announced another 7 settlement orders, in 2019 LWSC announced another 4 settlements orders.

finally, in 2020, LWSC announced only 8 new settlement order in Bethlehem governorate, 4 of these new 8 settlement orders were for specific parcels in the governorate the total number of settlement orders by the end of 2020 was equal 28 orders.

the next following chart represents the settlement orders in Jerusalem governorate since 2016 -2020:

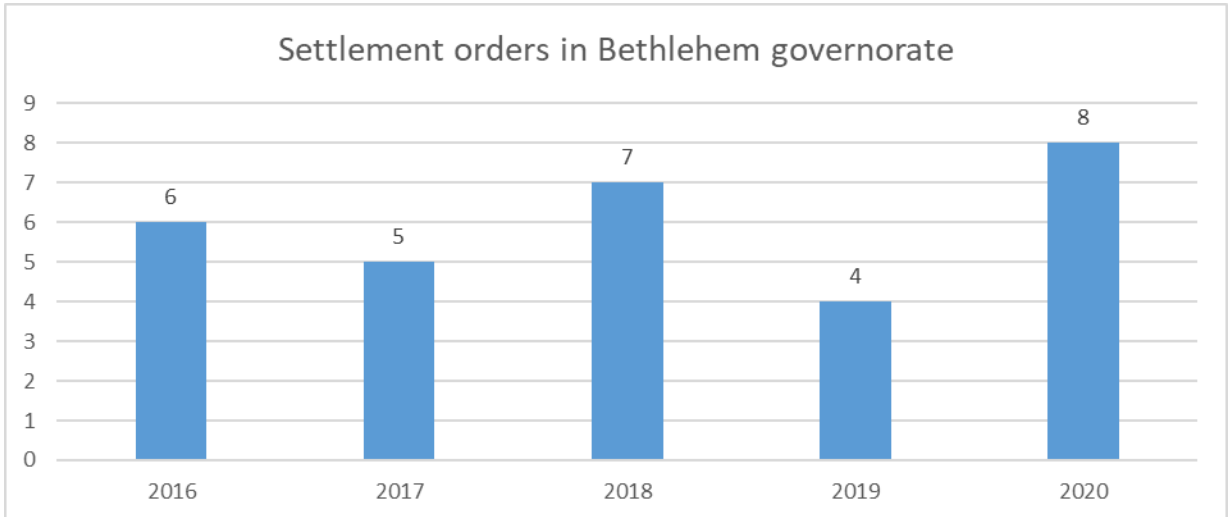


Figure 59: Settlement Orders in Bethlehem Governorate

### 3) Settlement Announcements:

In 2016 LWSC announced 10 settlement orders in all of Bethlehem governorate, in 2017, LWSC announced 5 settlement announcements, in 2018, LWSC announced another 5 settlement announcements in Jerusalem governorate, in 2019 LWSC announced only 1 settlement order.

In 2020, LWSC announced 3 new settlement announcements in Bethlehem governorate, by the end of 2020, the total number of settlement orders were 24 settlement announcements. One of these announcements was for one parcel only in Bethlehem governorate.

the next following chart represents the settlement announcements in Bethlehem governorate since 2016 -2020:

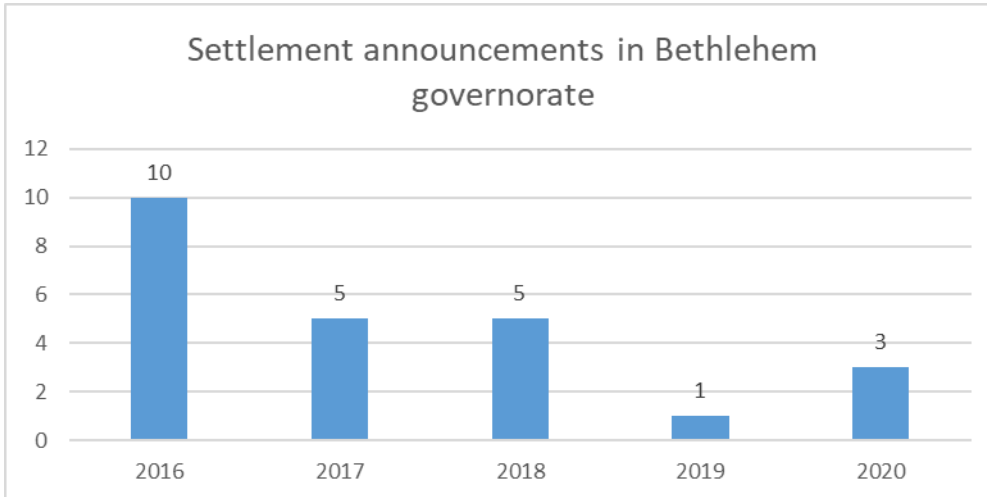


Figure 60: Settlement Announcements in Bethlehem Governorate

**The Land Process Achievements Indicator in Bethlehem Governorate (settlement agreements, orders, and announcements):**

LWSC signed 28 settlement agreements from 2016-2020, in all of Bethlehem governorate, the total of Palestinian communities in Bethlehem governorate that need settlement and land registration are 35 communities, thus there are 7 Palestinian communities in same governorate need to start the settlement process by doing the first step (signing agreements with LGUs).

LWSC announced 30 settlement orders in Bethlehem governorate, 3 of these orders were partial orders for parcels, thus the total orders for communities were equal 27 orders, only 1 community left without settlement order, this community only signed the settlement agreement with LWSC.

LWSC announced 24 settlement announcements, 3 of these announcements were for partial land parcels, the total number of settlement announcement for communities were 21 announcements, thus there were 6 Palestinian communities finished the settlement orders and need the announcements.

All the settlement process (agreements, order, and announcements) have been affected by COVID-19, since many communities need all of these process or partial process.

#### 5) Land Surveying in Bethlehem Governorate:

In 2016, LWSC registered 505 Dunms in Bethlehem governorate, in 2017, LWSC registered 16665 Dunms, in 2018, around 5117.9 Dunms had been registered, in 2019, LWSC registered another 49321 Dunms.

In 2020, LWSC registered only 1734 Dunms in all of Bethlehem governorate, taking inconsideration that in the beginning of 2020, the total of unregistered area in Jerusalem governorate was 522350 Dunms.

The following chart represent the registered area in each year in Bethlehem governorate:

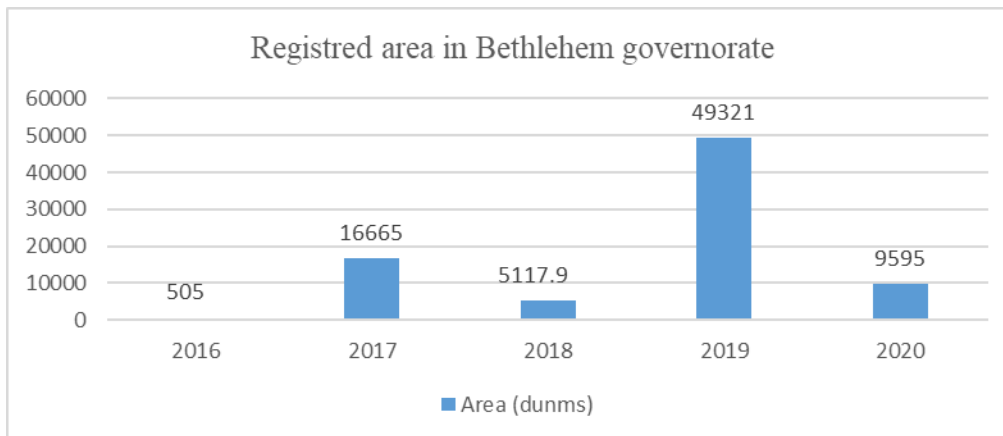


Figure 61: Registered Area in Bethlehem Governorate

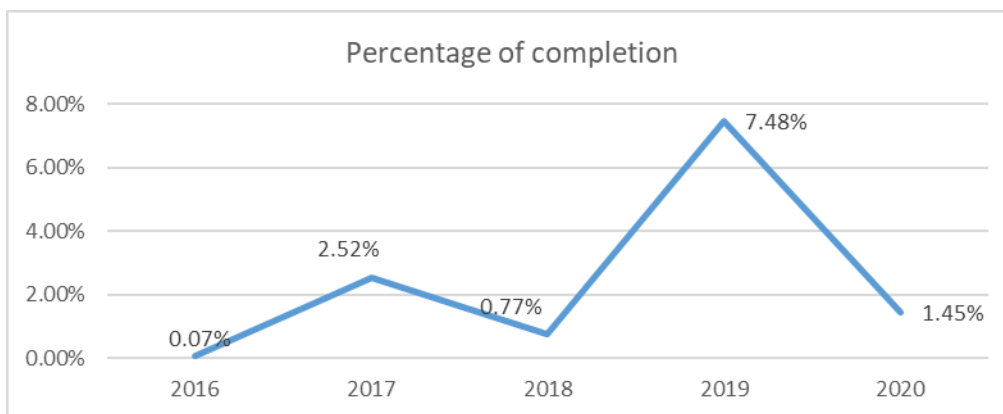


Figure 62: Percentage of Completion in Bethlehem Governorate

### **The Land Surveying Indicator in Bethlehem Governorate:**

The land surveying in Bethlehem governorate was affected directly by COVID-19, since the registered area process dropped from 7.48% in 2019 to 1.45% in 2020, although there were 522350 Dunms of area needed to be registered in Bethlehem governorate at the beginning of 2020, LWSC registered only 1.8% from this area in 2020. thus, the indicator of land surveying, affected by COVID-19.

### **5) Objections on Land Registration in Bethlehem Governorate:**

In 2016, LWSC received 87 objections on 429 registered land parcels in Bethlehem governorate, in 2017, LWSC received 191 objections on another 2398 registered land parcels, in 2018, LWSC received another 908 objections on 3740 land parcels, in 2019, LWSC received inly 841 objections on 16501 land parcels. In 2020, received 450 objections on 6479 land parcels.

The ratio of objection to parcels locates between 5.09% up to 24.28%. In 2020, the ratio was 6.94%, by comparing the ratio of objections to registered parcels in 2019 with 2020, this indicator may have been affected by COVID-19, since the ratio in 2019 was 5.09% and in 2020, the ratio slightly increased up to 6.94%.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

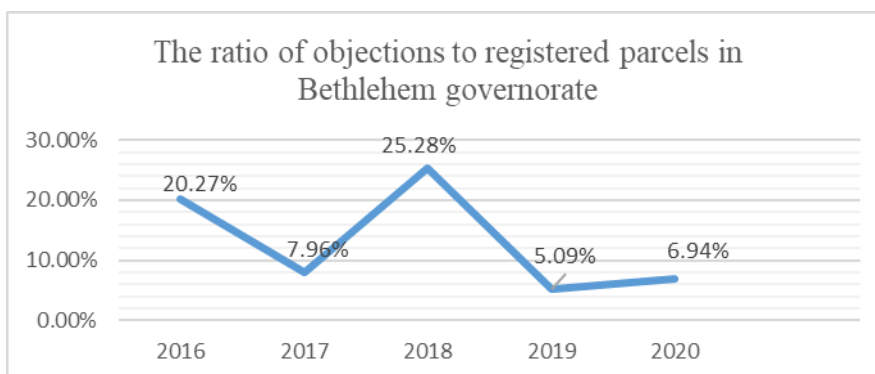


Figure 63: The Ratio of Objections to Registered Parcels in Bethlehem Governorate

**The Land Registration Indicator in Bethlehem Governorate:**

The ratio average of objection to registered in the targeted communities in Jerusalem governorate was less than 15% in 2016,2017,2018, and 2019. In 2020, the ratio of objections to registered parcels was equal 6.94%, comparing with previous year (2019) the ratio was equal 5.09%, thus this indicator may have been affected by COVID-19.

**6) Completed Settlement Process and Land Registration Offices in Jerusalem Governorate:**

In 2018, LWSC finished completely all the settlement process and land surveying and registration in 3 different communities, in 2020, LWSC finished completely only one Palestinian community in Bethlehem governorate.

The next following map represents the overall achievements in Bethlehem governorate until the end of 2020:



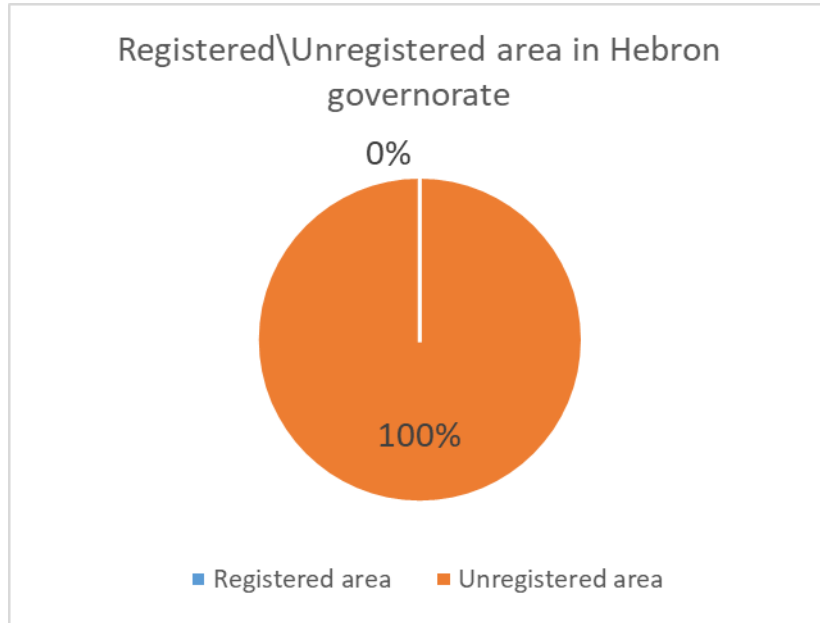


Figure 64 :Registered\Unregistered Area in Hebron Governorate

### 1) Settlement Agreements (LGUs Agreements):

In 2016 LWSC signed 5 settlement agreement in Hebron governorate, in 2017, LWSC signed another 15 settlement agreements, in 2018 LWSC signed another 6 settlement agreements in the same governorate, in 2019 LWSC signed 2 settlement agreements.

In 2020, LWSC signed only 1 new settlement agreement with one LGU in Palestinian community, by the end of 2020, LWSC signed 29 settlement agreements in Hebron governorate.

The next following chart represent the number of signed agreements with LGUs in Hebron governorate:

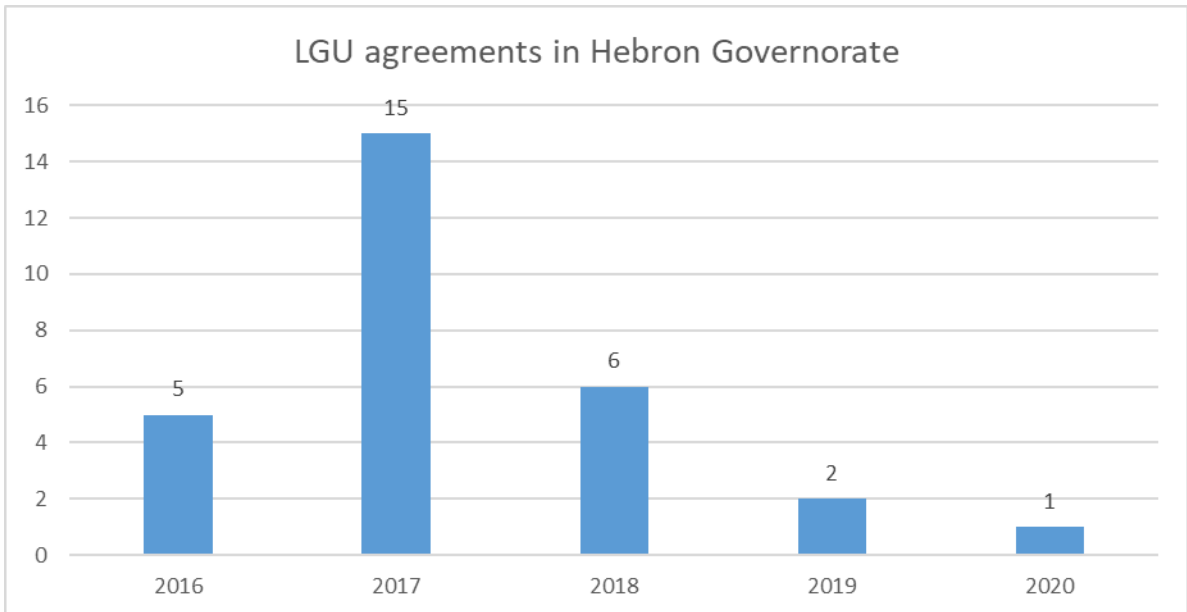


Figure 65: LGU Agreements in Hebron Governorate

## 2) Settlement Orders:

In 2016 LWSC announced 3 settlement orders in Hebron governorate, in 2017 LWSC announced 3 settlement orders in this governorate, in 2018 LWSC announced another 15 settlement orders, in 2019 LWSC announced another 5 settlements orders.

finally, in 2020, LWSC announced only 3 new settlement order in Hebron governorate, the total number of settlement orders by the end of 2020 was equal 29 orders, taking in consideration that some communities took 2 or more separated settlement orders.

The next following chart represents the settlement orders in Jerusalem governorate since 2016 -2020:

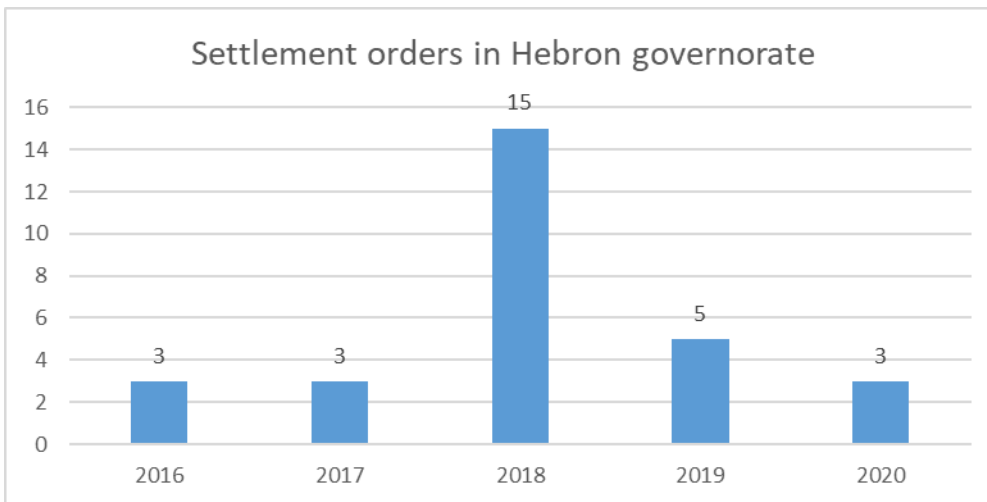


Figure 66: Settlement Orders in Hebron Governorate

### 3) Settlement Announcements:

In 2016 LWSC announced 0 settlement orders in all of Hebron governorate, in 2017, LWSC announced 5 settlement announcements, in 2018, LWSC announced another 8 settlement announcements in Hebron governorate, in 2019 LWSC announced only 4 settlement order.

In 2020, LWSC announced 2 new settlement announcements in Hebron governorate, by the end of 2020, the total number of settlement orders were 20 settlement announcements.

The next following chart represents the settlement announcements in Bethlehem governorate since 2016 -2020:

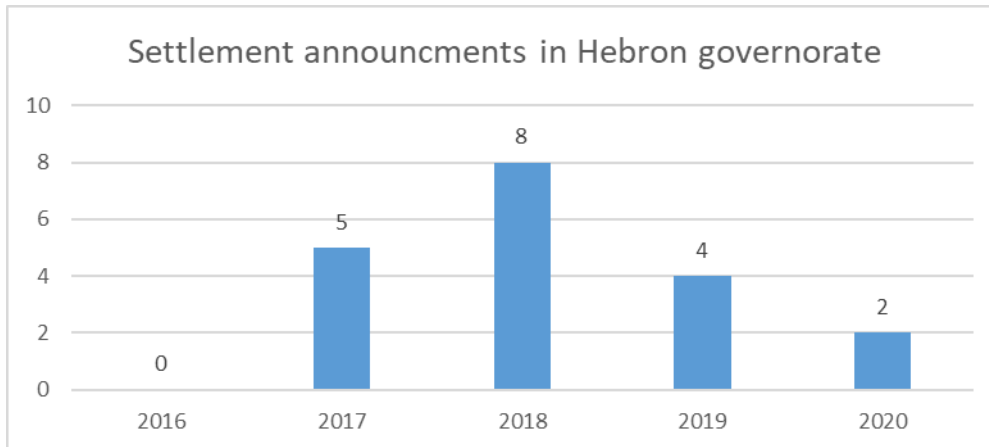


Figure 67: Settlement announcements in Hebron governorate

**The Land Process Achievements Indicator in Hebron Governorate (settlement agreements, orders, and announcements):**

The total number of Palestinian communities according to the British blocks are equal 20, but the total number of Palestinian communities in Hebron governorate that needs the settlement and land registration process around 40 communities. Taking in consideration that some communities have a partial settlement orders or announcements before year of 2016 (before establishing LWSC).

LWSC signed 29 settlement agreements in Hebron governorate, since 2016 until end of 2020, thus there are around 11 other communities that need the agreements with LGU to start the settlement and land registration, thus, the settlement agreements have been affected by COVID-19, because only one agreement had been signed in 2020.

LWSC announced 29 settlement orders from 2016 until 2020, around 3 of these orders were partial orders (settlement order for parcels), there are more than 10 communities in

Hebron governorate, need the settlement orders, in 2020, only 3 orders had been issued in Hebron governorate, thus the settlement orders step might be affected by COVID-19. LWSC announced 23 settlement announcements in Hebron governorate, from 2016-2020, around 3 of these announcements for partial orders.

#### 4) Land Surveying in Hebron Governorate:

In 2016, LWSC registered 8253 Dunms in Hebron governorate, in 2017, LWSC registered 18756 Dunms, in 2018, around 16359 Dunms, in 2019, LWSC registered another 53773 Dunms. In 2020, LWSC registered only 18502 Dunms in all of Hebron governorate, taking inconsideration that in the beginning of 2020, the total of the unregistered area in Hebron governorate was 899507.48 Dunms.

The Following Chart Represent the Registered Area in Each Year in Bethlehem Governorate:

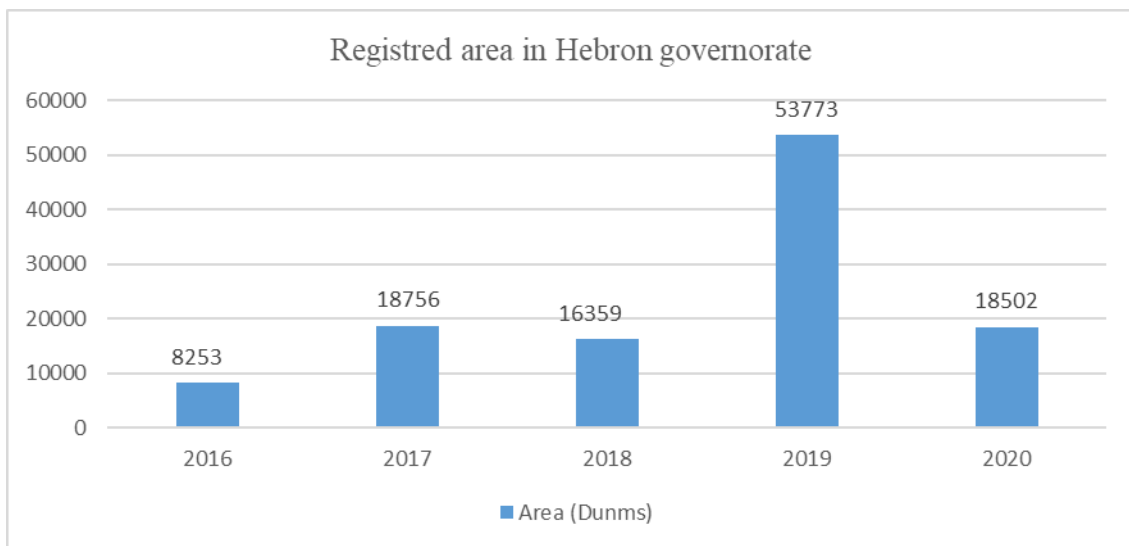


Figure 68: Registered Area in Hebron Governorate

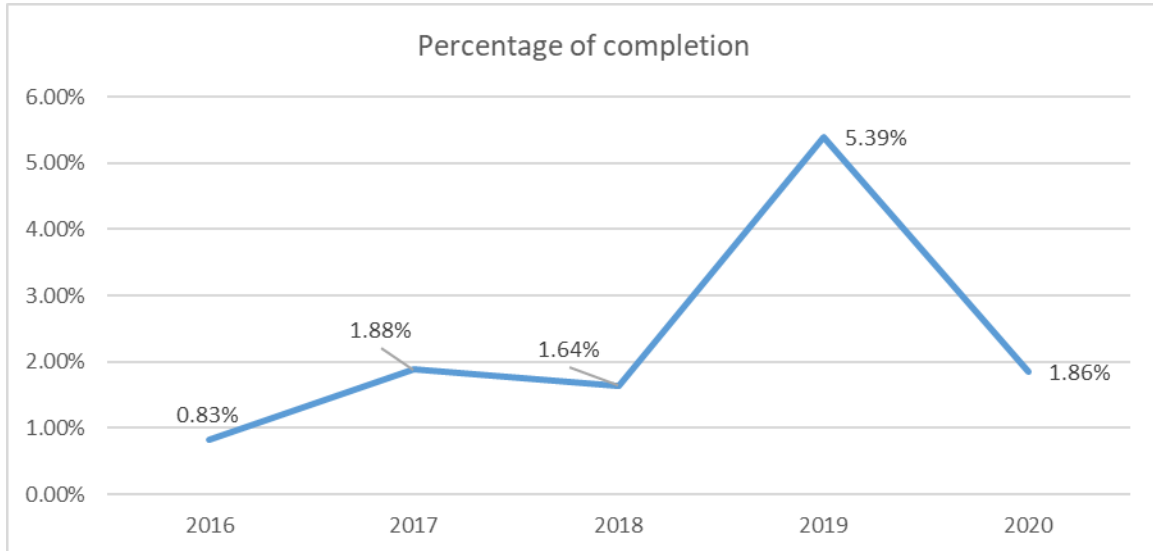


Figure 69 : Percentage of Completion in Hebron Governorate

#### **The Land Surveying Indicator in Hebron Governorate:**

The land surveying in Hebron governorate was affected directly by COVID-19, since the registered area process dropped from 5.39% in 2019 to 1.86% in 2020, although there were 899507.48 Dunms of area needed to be registered in Hebron governorate at the beginning of 2020, thus the indicator of land surveying, affected by COVID-19.

#### **5). Objections on Land Registration in Hebron Governorate:**

In 2016, LWSC received 196 objections on 2377 registered land parcels in Hebron governorate, in 2017, LWSC received 338 objections on another 2608 registered land parcels, in 2018, LWSC received another 690 objections on 11447 land parcels, in 2019, LWSC received only 2326 objections on 29007 land parcels. In 2020, received 2556 objections on 10017 land parcels.

The ratio of objection to parcels locates between 6.03% up to 25.52%. In 2020, the ratio was 25.52%, by comparing the ratio of objections to registered parcels in 2019 with

2020, this indicator may have been affected by COVID-19, since the ratio in 2019 was 8.01% and in 2020, the ratio highly increased up to 25.52%.

The next following charts represent the ratio of objections to registered parcels starting from 2016-2020:

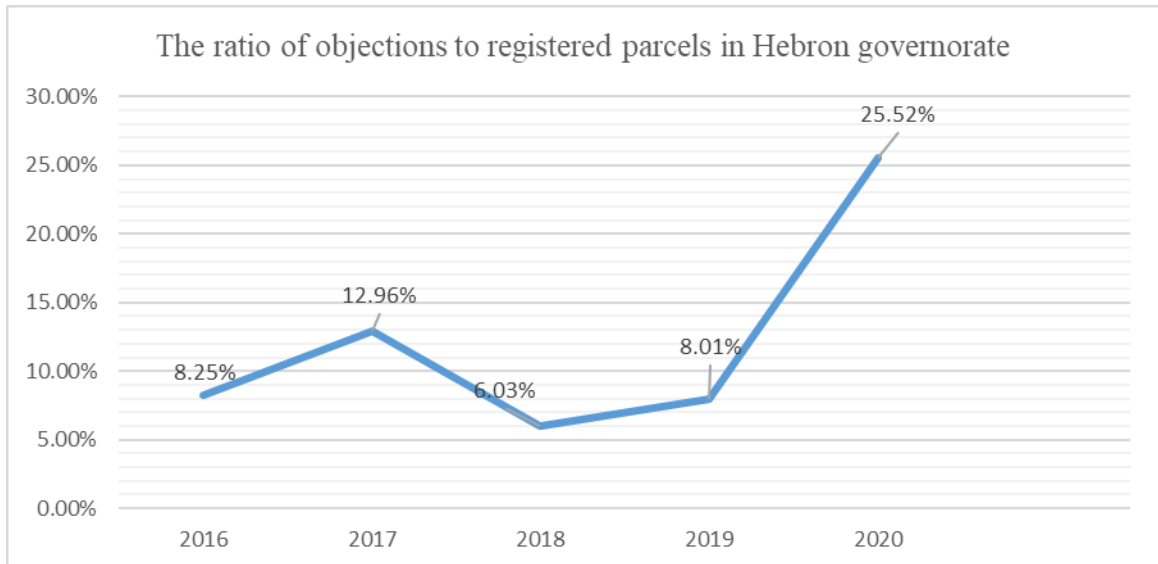


Figure 70: The Ratio of Objections to Registered Parcels in Hebron Governorate

#### **The land Registration Indicator in Hebron Governorate:**

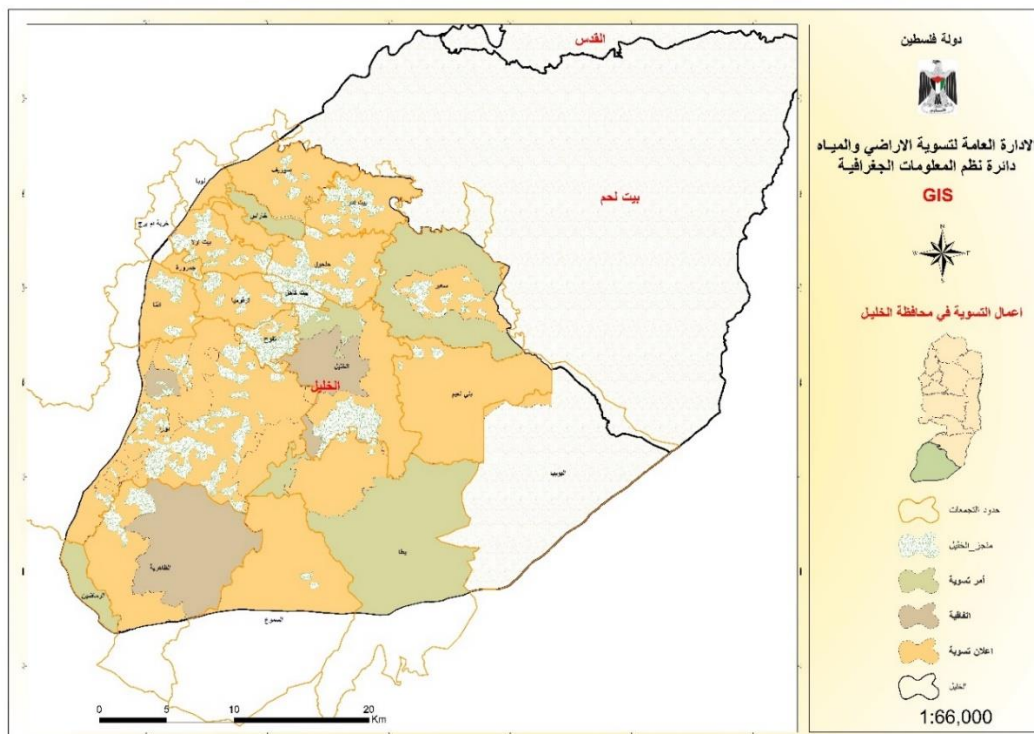
The ratio average of objection to registered in the targeted communities in Jerusalem governorate was less than 9.00% in 2016,2017,2018, and 2019. In 2020, the ratio of objections to registered parcels was equal 25.52%, comparing with the average in the previous years, the ratio was equal 8.81%, thus this indicator may have been affected by COVID-19.

## 6) Completed Settlement Process and Land Registration Offices in Jerusalem

### Governorate:

In 2018, LWSC finished completely all the settlement process and land surveying and registration in only one Palestinian community in Hebron governorate.

The next following map represents the overall achievements in Hebron governorate until the end of 2020:



Map 13: Overall Achievements in Hebron Governorate until the End of 2020

Map Source: GIS Department/Land and Water Settlement Commission.

### The Quantitative Results Evaluation:

#### Evaluation of The Implementation of The First Indicator According to The Strategic Plan (2020-2022) of LWSC:

The strategic plan of LWSC (2020-2022), don't have a goals about achievements in the land processes (settlement agreements, orders, and announcements), thus the researcher

can't evaluate the settlement processes achievements comparing with goal of the strategic plan, on the other hand, the researcher evaluate the performance of organization in achieving the settlement process during COVID-19, and compare the results with previous years, in order to give advice and recommendations to LWSC in their new strategic plan (2022-2032).

The next following table shows the settlement achievements in each governorate; thus, the researcher can advise the organization on focusing and constraining on the settlement process in the affected governorates.

- Evaluation of the implementation of the first indicator according to the strategic plan (2020-2022) of LWSC:

Table 19: Evaluation of Implementing the First Indicator

Governorate	No. of targeted communities	Percentage of completed settlement processes			Percentage of uncompleted settlement processes		
		Settlement Agreements	Settlement Orders	Settlement Announcements	Settlement Agreements	Settlement Orders	Settlement Announcements
Jenin	9	100%	89%	78%	0%	11%	22%
Tubas	1	100%	100%	100%	0%	0%	0%
Nablus	33	87%	64%	42%	13%	36%	58%
Tulkarm	25	96%	92%	88%	4%	8%	12%
Qalqilya	17	100%	71%	47%	0%	29%	53%
Salfeet	20	100%	85%	%60	0%	15%	%40
Ramallah and Al-Bireh	47	100%	100%	85%	0%	0%	15%
Jerusalem	18	100%	89%	72%	0%	11%	28%
Jericho	1	100%	100%	100%	0%	0%	0%
Bethlehem	15	100%	86%	78%	0%	14%	22%
Hebron	30	80%	75%	70%	20%	25%	30%

### **Evaluation of The Implementation of The Second Indicator According to The Strategic Plan (2020-2022) of LWSC:**

The strategic plan of LWSC (2020-2022), has a main goal, as mentioned in the literature review, the main goal of the strategic plan of LWSC (2020-2022) is to finish all the settlement processes and land surveying and registration by the end of 2022, this main goal has sub-goals for each year:

1-In the first year (2020), LWSC must finish 1,000,000 Dunms.

2-In the second year (2021), LWSC must finish 1,000,000 Dunms.

3-In the third year (2022), LWSC must finish 1,000,000 Dunms.

This indicator (land surveying) studied and evaluate the implementation of the first sub-goal (finish 1,000,000 Dunms), in all of WB, the following table shows and represent the LWSC achievements in the land surveying and comparing these results with the sub-goal of the strategic plan.

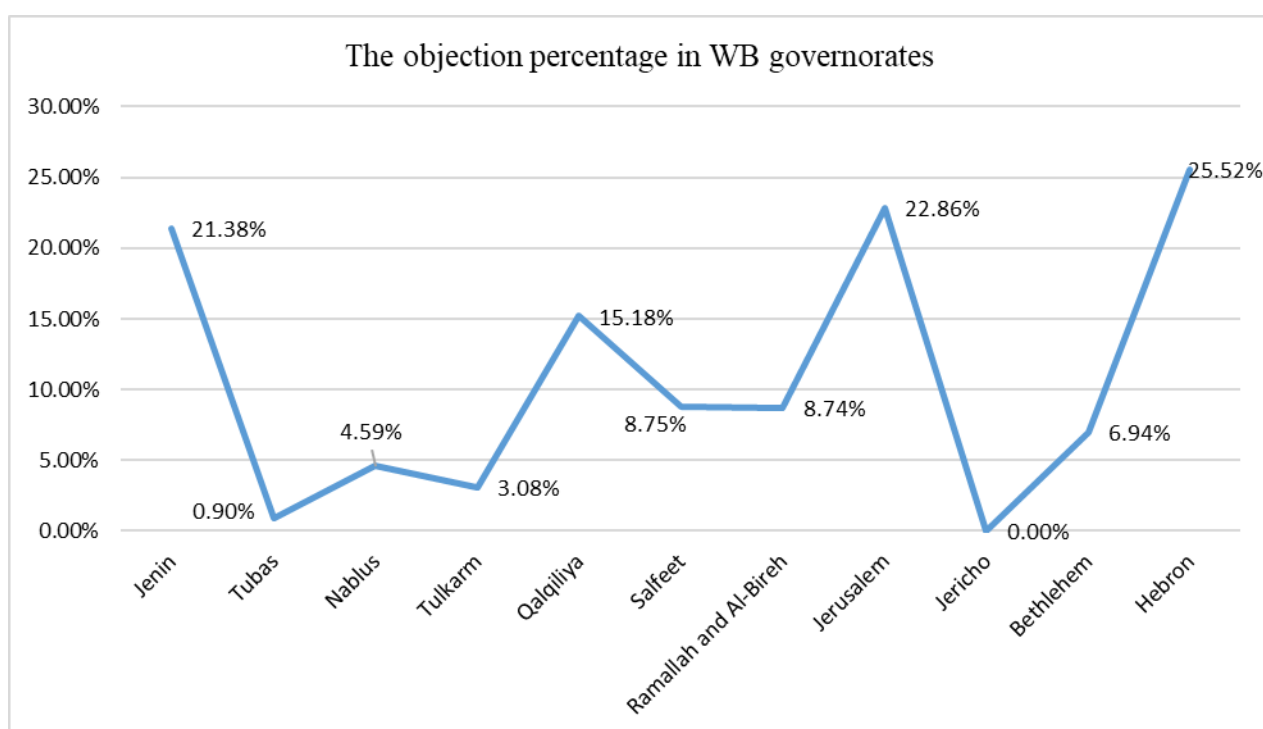
Table 20: Evaluation of Implementing the Second Indicator

Governorate	Unregistered Area	Land surveying in WB governorates			
		Land survey (2016-2019)	Land survey (2020)	Land survey percentage in 2020	Total
Jenin	44859	32115	3839	30.1%	35954
Tubas	76399.2	8532.1	1702	2.5%	10234.1
Nablus	389461	30443	17579	4.89%	48022
Tulkarm	188505	47480	20955	14.8%	68383
Qalqilya	138007.3	26593	19746	17.7%	46339
Salfeet	203704	73067	10787	8.25%	83854
Ramallah and Al-Bireh	470749.7	172967	43007.1	14.4%	215974.1
Jerusalem	254216.6	8737.9	1734	0.7%	10471.9
Jericho	130923	113397.6	1886	10%	111511.6

Bethlehem	658872.4	71608.9	9595	1.63%	81203.9
Hebron	996648.48	94141	18502	2.05%	112643
Total		679082.5	149332.1		828414.6

**Evaluation of The Implementation of The Third Indicator According to The Strategic Plan (2020-2022) of LWSC: -**

This indicator studied the objections number in each governorate in WB, and comparing these objections with previous years. Unfortunately, the strategic plan of LWSC (2020-2022), does not have any measurable indicator to measure the number of the effect of the objections in each governorate, the ratio of objection to parcels in 2020 in the WB governorates were:



The most affected governorate in the objections percentage was Hebron, and the less affected was Jericho governorate, other governorates had middle average effect such as: Qalqiliya, Salfeet.

## 4.2) The Results from Questionnaires of The Targeted Communities and LWSC Staff (Qualitative Results):

### 4.2.1) First Questionnaire “For Targeted Communities”:

The results related to the study’s first main question, which stipulated (the level of evaluation of the implementation of the strategic plan in the government sector in Palestine for the targeted communities) and in order to answer this question, the arithmetic averages, standard deviations and percentage of the fields of study were extracted, and the following tables.

Hypothesis 1:

“There is relationship between the Coronavirus pandemic and the slowdown in the registering process in LWSC in 2020, and the COVID-19”

**Variable #1: “The spread of the COVID-19 pandemic in the cities of the West Bank.”**

Table 21: The Spread of COVID-19 in the Cities of WB (Variable)

	Mean	Std.Deviation
The spread of the Coronavirus negatively affected the performance of the LWSC.	3.9509	0.59316
	3.7366	0.69418
There is a discrepancy in the spread of the virus in different governorates, thus a discrepancy in the spread of the virus in land and water settlement offices distributed in several cities and villages in several governorates.	3.5714	0.77765
	3.6741	0.77867
There is regularity in the work of settlement offices during the beginning of the spread of the virus in 2020.	3.7946	0.62300

There is a fear of visiting or conducting any transaction in the settlement offices for fear of receiving infection with the virus by the auditors or by the employees	3.4063	0.96120
	3.7411	0.67293
There was a fear of delaying the settlement work in the villages that were imposed on them due to the increase in cases of infection.	<b>3.6964</b>	<b>0.38341</b>
You think that you have contracted the Coronavirus (if you are confirmed infected) because of your visit to one of the settlement offices and receiving the infection from the office. The process of issuing parcel titles for your land was delayed due to the spread of the virus and the closure of towns.		
<b>The spread of the COVID-19 pandemic in the cities of the West Bank</b>		

The upper table explains that the paragraph” **The spread of the Coronavirus negatively affected the performance of the LWSC**”, has the highest Mean, the mean of this paragraph is equal (3.95), on the other hand, the paragraph “You think that you have contracted the Coronavirus (if you are confirmed infected) because of your visit to one of the settlement offices and receiving the infection from the office”, has the lowest Mean, its equal (3.40), thus, the variable “**The spread of the COVID-19 pandemic in the cities of the West Bank**” has a mean equal (3.69) and its **high**.

**Variable #2: “The lockdown due to the COVID-19 pandemic”**

Table 22: The Lockdown Due to the COVID-19 Pandemic (Variable)

	Mean	Std.Deviation
The effect of the closure imposed on the governorates of the WB on the conduct of settlement work in all settlement offices.	3.7946	0.69770
	3.6473	0.69958
There was a difference in the closures imposed in settlement offices in the governorates of the WB.	3.5268	0.81422
	3.5179	0.76331
There is direct damage to you as a result of the delay in the settlement work in your area of residence.		
	3.5714	0.77186
There is damage from a technical point of view (the disappearance of cadastral marks, changing the boundaries of your plots) as a result of the delay in the leveling work due to the closure.		
	3.5536	0.73160
There is damage from a legal point of view (the end of the objection period, your inability to attend the settlement courts...etc) as a result of the closure that was imposed on the West Bank governorates.	3.6429	0.70051
	3.4911	0.86792
	<b>3.5958</b>	<b>0.39622</b>
You were unable to file the objections in a timely manner because you were unable to attend the settlement office because of your residence or your presence far from your plots of land. (Your presence in other towns or villages in the West Bank, or your presence outside the West Bank during the pandemic).		
You think that the commission could have found other		

solutions in order not to delay settlement work during the Corona pandemic.		
The period of legal objection to the docks (30 days) was sufficient during the closure in the Corona pandemic.		
<b>The lockdown due to the COVID-19 pandemic</b>		

The upper table explains that the paragraph” **The effect of the closure imposed on the governorates of the WB on the conduct of settlement work in all settlement offices**”, has the highest Mean, the mean of this paragraph is equal (3.79), on the other hand, the paragraph “The period of legal objection to the docks (30 days) was sufficient during the closure in the Corona pandemic.”, has the lowest Mean, its equal (3.49), thus, the variable “**The lockdown due to the COVID-19 pandemic**” has a mean equal (3.59) and its **high**.

### **Variable #3: “The Economic Situation Due to the COVID-19 Pandemic”**

Table 23: The Economic Situation Due to the COVID-19 (Variable)

	<b>Mean</b>	<b>Std.Deviation</b>
You were unable to pay the fees for your land registration procedures due to the Corona pandemic and its economic damage.	3.2723	0.98961
	3.4955	0.83638
Registration procedures have been a financial burden for you or your family during the Corona pandemic.	3.1205	0.93690
You used the registration deed of your land that was registered through settlement by mortgaging it in order to obtain financial loans during the Corona pandemic.	3.4196	0.81067
	3.4063	0.82568
	3.4821	0.79214

<p>The village/municipal council has introduced an installment system for the fees charged in order to issue registration titles.</p>	<p>3.7009 <b>3.4137</b></p>	<p>0.60254 <b>0.48810</b></p>
<p>Survey companies have introduced the installment system in the sorting fees, taking into account the economic conditions.</p>		
<p>LWSC has found solutions to registration fees or title deeds during the Corona pandemic.</p>		
<p>The closure of settlement offices in the affected areas was a major cause of damage to the settlement process in the WB.</p>		
<p><b>The economic situation due to the COVID-19 pandemic</b></p>		

The upper table explains that the paragraph” **The closure of settlement offices in the Affected Areas Was A Major Cause of Damage to the Settlement Process in the WB**”, has the highest Mean, the mean of this paragraph is equal (3.70), on the other hand, the paragraph “You used the registration deed of your land that was registered through settlement by mortgaging it in order to obtain financial loans during the Corona pandemic..”, has the lowest Mean, its equal (3.12), thus, the variable “**The economic situation due to the COVID-19 pandemic**” has a mean equal (3.41) and its **high**.

**Variable #4: “The rumors and conflict news about the COVID-19 pandemic”**

Table 24: The Rumors and Conflict News About the COVID-19 (Variable)

	<b>Mean</b>	<b>Std.Deviation</b>
Rumors that spread at the beginning of the pandemic negatively affected the process of surveying and registering land.	3.6161	0.76052
You lost or suffered direct or indirect damage to your parcel or parcels as a result of the rumors that spread at the beginning of the pandemic.	3.4911	0.86792
There was sufficient awareness by the LWSC HQ and its offices about the Corona pandemic that made you avoid economic loss in your lands.	3.5000	0.78094
The staff of the LWSC did not deal with the rumors spread about Corona and conveyed its impact on the citizens.	3.5670	0.64577
There were no disputes or altercations between the citizens and the employees of the LWSC as a result of the spread of rumors or false news	3.5759	0.68524
<b>The rumors and conflict news about the COVID-19 pandemic</b>	<b>3.5500</b>	<b>0.44661</b>

The upper table explains that the paragraph “Rumors that spread at the beginning of the pandemic negatively affected the process of surveying and registering land.”, has the highest Mean, the mean of this paragraph is equal (3.61), on the other hand, the paragraph “You lost or suffered direct or indirect damage to your parcel or parcels as a result of the rumors that spread at the beginning of the pandemic.”, has the lowest

Mean, its equal (3.12), thus, the variable “**The rumors and conflict news about the COVID-19 pandemic**” has a mean equal (3.55) and its **high**.

#### 4.2.2) The Second Questionnaire “LWSC Staff”:

The results related to the study’s first main question, which stipulated (the level of evaluation of the implementation of the strategic plan in the government sector in Palestine for the targeted communities) and in order to answer this question, the arithmetic averages, standard deviations and percentage of the fields of study were extracted, and the following tables.

Hypothesis 2:

“There is relationship between the slowdown in the implementation of the strategic plan in LWSC, and the affected settlement process during a lockdown of the COVID-19”

#### Variable #1: “Land Registration (Legal Side and Objections)”

Table 25:Land Registration (Variable)

	Mean	Std.Deviation
Claims work and land registration work according to the plan of the settlement office in the town that carries out the settlement work.	3.7484	0.79531
	4.0943	0.75299
There was obstruction in the conduct of allegations and land registration during the Corona pandemic, especially at the beginning of the pandemic.	3.9245	0.77580
	3.8050	0.93103
You think that some citizens were unable to reach settlement offices and review legal matters during the Corona pandemic.	3.7044	0.85354
The period of announcing the finished blocks for the		

communities (30 days) is not sufficient during the period of the Corona pandemic.	3.1824	1.07830
There is a percentage of citizens whose names are registered in the table of rights, who were not actually able to object or see their names and rights during the publishing period during the Corona pandemic.	3.7170	0.78862
There are citizens who were not able to claim their property and lands in the areas that have the settlement process during the Corona pandemic, and therefore it was registered as the treasury of the State of Palestine or the endowments because it was free of any claim.	3.4969	0.90620
Citizens found it difficult or challenging to reach the settlement offices during the closure that was imposed on some affected areas.	3.6541	0.87140
The legal work (claim, registration, objection, etc.) proceeded in the settlement office in which you work or in the legal departments in accordance with the general strategic plan of the commission.	<b>3.7032</b>	<b>0.42094</b>
Delayed the announcements of some blocks as a result of the delay in completing the technical aspect of the blocks to be announced.		
<b>Land registration (legal side)</b>		

The upper table explains that the paragraph” There was obstruction in the conduct of allegations and land registration during the Corona pandemic, especially at the beginning of the pandemic”, has the highest Mean, the mean of this paragraph is equal

(4.09), on the other hand, the paragraph “There are citizens who were not able to claim their property and lands in the areas that have the settlement process during the Corona pandemic, and therefore it was registered as the treasury of the State of Palestine or the endowments because it was free of any claim”, has the lowest Mean, its equal (3.18), thus, the variable “**Land registration (legal side and objections)**” has a mean equal (3.70) and it **high**.

### Variable #2: “Land Surveying (Technical Side)”

Table 26: Land Surveying (Variable)

	Mean	Std. Deviation
The field survey work was greatly affected during the COVID-19.	3.8931	0.68057
There was a reluctance of citizens to mix with survey companies or employees of the LWSC for fear of infection with the Corona virus.	3.5094	0.91311
	3.6415	0.79781
There is a percentage of citizens who were not able to stand on the neck of their plots of land in order to survey them in the field because they live far from the places of their plots as a result of the closure that was imposed during the pandemic.	3.2264	0.93406
	3.7673	0.81283
	3.4528	0.94600
Municipalities or village and local councils contributed to accelerating field survey work during the Corona pandemic.	3.5157	0.88486
Delayed announcing of some blocks as a result of the delay in completing the legal aspect of the basins to be suspended.	<b>3.5720</b>	<b>0.48696</b>
The technical works related to the blocks (field survey,		

<p>demarcation of the basins, .... etc.) proceeded in the settlement office in which you work or in the technical departments in accordance with the general strategic plan of the organization.</p> <p>There is a percentage of citizens whose names are registered in the tables of rights who were not able to see the plans of the announced blocks as a result of their inability to come to the places where the basins are suspended (the local council, schools, mosques...etc).</p> <p><b>Land surveying (technical side)</b></p>		
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The upper table explains that the paragraph” The field survey work was greatly affected during the COVID-19”, has the highest Mean, the mean of this paragraph is equal (3.89), on the other hand, the paragraph “Municipalities or village and local councils contributed to accelerating field survey work during the Corona pandemic”, has the lowest Mean, its equal (3.22), thus, the variable “**Land surveying (technical side)**” has a mean equal (3.57) and it **high**.

### **Variable #3: “Land Process Achievements”**

Table 27: Land Process Achievements (Variable)

	<b>Mean</b>	<b>Std. Deviation</b>
The completion of the land registration work was in accordance with the general strategic plan of the organization.	3.0377	1.09016
	3.2893	0.97660
The completion of land registration work was according to the emergency plan that the group worked on during the Corona pandemic.	3.1572	0.91080
	3.1761	0.96479
The rate of objections during the Corona pandemic was higher		

than ever before.	3.9623	0.73680
	<b>3.3245</b>	<b>0.56285</b>
The accuracy of land registration and settlement work during the Corona pandemic was less than in any previous period.		
The settlement courts were late in issuing some decisions during the Corona pandemic.		
<b>Land process achievements</b>		

The upper table explains that the paragraph “The settlement courts were late in issuing some decisions during the Corona pandemic”, has the highest Mean, the mean of this paragraph is equal (3.96), on the other hand, the paragraph “The completion of the land registration work was in accordance with the general strategic plan of the organization.”, has the lowest Mean, its equal (3.03), thus, the variable “**Land process achievements**” has a mean equal (3.32) and it **medium**.

#### **Variable #4: “LWSC Staff”**

Table 28:LWSC Staff (Variable)

	<b>Mean</b>	<b>Std. Deviation</b>
I was aware and aware enough of the emergency plan that the authority worked on during the Corona pandemic.	3.2830	1.03197
	3.2013	0.98585
The strategic plan developed for the organization contains all the required criteria.	3.6730	0.90356
	3.1761	1.21975
You encountered problems with your work arrangements during the Corona pandemic (while working at 30% or 50%).	<b>3.3333</b>	<b>0.67192</b>

<p>You were infected with the Corona virus due to your contact with one of the infected employees of the Authority.</p> <p><b>LWSC staff</b></p>		
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The upper table explains that the paragraph "You encountered problems with your work arrangements during the Corona pandemic (while working at 30% or 50%)", has the highest Mean, the mean of this paragraph is equal (3.67), on the other hand, the paragraph "You were infected with the Coronavirus due to your contact with one of the infected employees of the Authority", has the lowest Mean, its equal (3.17), thus, the variable "**LWSC staff**" has a mean equal (3.33) and it **medium**.

## **Chapter 5: The Results Discussions and Recommendations:**

### **5.1) The Results of The Study (Quantitative):**

- 1). All the Palestinian governorates finished the available settlement agreements step, except 3 governorates (Hebron, Bethlehem, Nablus).
- 2) The governorates in the south of WB, Hebron, and Bethlehem, don't have the accurate number of needed agreements, since the same Palestinian communities in the same governorate could sign more than one agreement.
- 3) Strategic plan of LWSC (2020-2022), did not mention any indicator about the target of agreements, orders, or announcement that the Palestinian communities need them in WB.
- 4) the first quantitative indicator was affected by COVID-19, especially in the south governorates in WB.
- 5). The total land surveyed area in 2020 in the whole of WB was equal 149332 dunms, however, the strategic plan of LWSC (2020-2022) mentioned that in 2020, LWSC must survey and register one million dunms, thus the percentage achievements in land registration were equal only 14.9%.
- 6). Ramallah and Al-Bireh governorate and Jenin governorate were the highest governorates in land registration percentage in 2020, however, Jerusalem and Bethlehem governorates, had the lowest land registration percentage in 2020.
- 7) In 2020, Jenin and Hebron had the highest objection percentage in WB, on the other hand, Tubas and Jericho had the lowest percentage in the same year.

**The Quantitative Results of the Research Show that the Hypothesis of the Research is True, there is Relationship Between the Slowdown in the Implementation of the Strategic Plan in Lwsc, and the Affected Settlement Process During A Lockdown of The Covid-19.**

### **5.2) The Results of the Study (Qualitative):**

The results from first Hypothesis:

“There is relationship between the Coronavirus pandemic and the slowdown in the registering process in LWSC in 2020”

Variable #1: “The spread of the COVID-19 pandemic in the cities of the West Bank.”, this variable has a mean equal (3.69) and its **high**.

Variable #2 “The lockdown due to the COVID-19 pandemic” this variable has a mean equal (3.59) and its **high**.

Variable #3 “The economic situation due to the COVID-19 pandemic” this variable has a mean equal (3.41) and its **high**.

Variable #4 “The rumors and conflict news about the COVID-19 pandemic” this variable has a mean equal (3.55) and its **high**.

All variables of this Hypothesis has a high mean, thus the hypothesis is true, there is a relationship between the Coronavirus pandemic and the slowdown in the registration process in LWSC in 2020.

The result from second Hypothesis:

“There is a relationship between the slowdown in the implementation of the strategic plan in LWSC, and the affected settlement process during a lockdown of the COVID-19”

Variable #1 “Land registration (legal side and objections)” this variable has a mean equal (3.70) and its **high**.

Variable #2 “Land surveying (technical side)” this variable has a mean equal (3.57) and is **high**.

Variable #3 “Land process achievements” this variable has a mean equal (3.32) and it’s **medium**.

Variable #4 “LWSC staff” this variable has a mean equal (3.33) and it’s **medium**.

There are 2 variables of this Hypothesis has a high mean, and other 2 variables have a medium mean thus the hypothesis is true, there is a relationship between the slowdown in the implementation of the strategic plan in LWSC, and the affected settlement process during a lockdown of the COVID-19.

### **5.3) The Researcher Discussion:**

The researcher recognized that the number of needed settlement agreements in the south of West Bank (Hebron and Bethlehem) are undefined, thus the LWSC will not able to determine and distribute the total number of settlement agreements that are needed for the next following years.

As mentioned before, the old strategic plan (2020-2022) did not contain a professional measurable indicator to measure the achievements of land surveying and registration.

LWSC workflow process, divided into several steps, starting from signing agreements until to issuing the parcels titles, however, the strategic plan of LWSC did not contain these indicators.

The researcher recognized that Hebron governorate affected more than any other governorate in the settlement process, due to the lockdown of the Hebron governorate several times due to COVID-19.

The main reason for closing Hebron offices several times is the presence of employees who live in areas different from their workplace, thus, the possibility of the infection of COVID-19 in Hebron governorate, higher than any other governorate.

The researcher asked about the monitoring and evaluation plan for the current strategic plan, but there is no m&e plan, thus it's impossible to evaluate the achievements of LWSC.

Due to COVID-19 lockdown, the organization did not make any awareness sessions in 2020, thus the objections on the land registration were high in 2020.

#### **5.4) The Legal and Political Sides:**

LWSC still using the old Jordanian law of settlement (law 40\1952), this law is too old, and it does not take into account the geo-political changes in WB, moreover, this law did not contain a legal text in dealing with Israeli colonies and how to register these lands to the original Palestinian owners.

Around 48% of the registered area in WB by LWSC, located in Area C, the researcher recognized a great effort are being made to accelerate the registration process in Area C, since WB area has 60% of Area C.

**5.5) The Social Side:**

The researcher studied the ratio of objections to the number of registered parcels in each governorate starting from 2016 until end of 2020, he found the ratio in most of WB governorates was high in 2020, thus there could be a problem in the social communication between the LWSC's offices, LGUs, and the Palestinian targeted communities.

Moreover, the organization has a lack in awareness sessions in some of Palestinian communities, these sessions are very important since it could help the communities in understanding more about the land registration processes in their villages or cities.

The COVID-19 lockdown, prevent LWSC from making any new awareness sessions, since the lockdown due to COVID-19 prevent any groups gatherings in any communities in WB, thus the social side was affected.

**5.6) Recommendations:**

- 1). LWSC must limit the number of needed agreements in the south governorates in WB.
- 2). LWSC must use professional measurable indicators in the next strategic plan (2022-2032).
- 3). The settlement achievements (agreements, orders, and announcements), must have special measurable indicators in the next plan.
- 4). The M&E plan must include in the next strategic plan, by allocating each department responsibilities and how to measure the indicator's achievements.
- 5). LWSC must take into consideration the effect of COVID-19 in the next plan.

- 6). LWSC must constrain more on some governorates, especially ones who have low achievements in land registration (ex. Jerusalem governorate).
- 7). The local communities in many Palestinian communities need awareness sessions.
- 8). The SWOT analysis is missing in the current plan (LWSC strategic plan 2020-2022), the next plan must have this analysis.
- 9). Each governorate must have a special indicator for land surveying; thus, it will be easier to evaluate the achievements in each governorate, and compare them.
- 10). The settlement laws (Jordanian laws) need update to match with the current Palestinian situation in WB, especially the lands that occupied by the Israeli colonies.
- 11). LWSC must find several solutions and processes in way of land registering in the areas behind of separation wall, Israeli colonies, and any other critical areas in WB.
- 12). The new strategic plan must contain a special indicator to measure the registration achievements for water sources (springs, wells,...etc).

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## **Attachments**

### **The interviews:**

#### **1-An interview with Head of LWSC Mr.Mohammad Sharakeh (08\Sep\2021)**

**The researcher asked Mr.Sharakeh about his opinion in the performance of LWSC in 2020, especially during COVID-19, Mr.Sharakeh said :**

-Mr.Sharakeh mentioned that LWSC achievements did not affect hardly during 2020 comparing with previous years (2016-2018).

-Mr.Sharakeh said about the achievements of 2019 in LWSC was very high, due to surveying and registration of land parcels in an open area, more over in this year, the organization registered the dead sea, (dead sea area .....).

-The economic situation did not affect on the registration processes, due to an awareness's that LWSC arranged them with communities about the importance of land registration.

- In 2020, Mr.Sharakeh ordered to formulate a central emergency committee, (located at headquarter), and an emergency subcommittees in the LWSC offices.

-The emergency committees worked on finishing the internal issues inside the LWSC offices (the area that had been surveyed before COVID-19 and did not finish), so LWSC kept on working on these issues.

-The new strategic plan will comply with the governmental plan, and the evaluation of this plan will be each 3 up to 5 months.

**2-An interview with General Manager of LWSC Mr. Waleed Jawaresh (Aug\2021)**

**The researcher asked Mr.Jawaresh about his opinion in the performance of LWSC in 2020, especially during COVID-19, Mr.Jawaresh said :**

1)During the lockdown due to COVID-19, the LWSC process was affected negatively, especially the office and site process, thus, this led to delay in the performance of the LWSC's offices.

2)After the end of lockdown due to COVID-19, and the offices returned back to the normal works, the LWSC employees returned with more efficient and activity.

3)The old strategic plan (2020-2022), mentioned that all the settlement process (legal and surveying), will finish by 2022, by finishing 1 million dunms per year, this plan has no any scientific or logical indicators, so it's impossible to finish all the settlement process by 2022.

4)LWSC was established in 2016, since that year, LWSC finished around 200,000 dunms (expect 2020 the year of COVID-19), thus, finishing the LWSC process by 2022 is impossible.

5) The new strategic plan built on scientific and logical indicators; this new plan has a target to finish all the settlement process **by 2032 (after 10 years)**.

6)Bethlehem governorate was the most affected governorate in settlement and registering process due to COVID-19.

7) Around 40%-50% of the LWSC staff was infected with COVID-19.

**3-An interview with Mrs.Muna Berat, The head of GIS department in LWSC (Aug2021);**

**The researcher asked Mrs.Berat about his opinion in the performance of LWSC in 2020, especially during COVID-19, Mrs.Berat said:**

1)Muna mentioned that it's impossible to finish all the settlement processes by the end of 2022, since the rest area (the area that need to survey and register it) more than 2 million dunms.

2)The survey and registration achievement average between 200,000-500,000 dunms per year.

3)LWSC had a plan to finish around 1,000,000 dunms each year, but this plan was before the COVID-19, but the head of LWSC canceled this plan and he put a new standard.

4)LWSC are preparing a new strategic plan in coordination with a specialist committee.

5)There are a huge support for weak LWSC offices, in order to improve and support their registration and surveying land process.

6)During 2020, LWSC prepared an emergency plan, to finish around 100,000 dunms only, but in Dec 2020, the total achievement was 150,000 dunms in 2020, so the percentage of achievement was 150%, and it was very good.

7)The publish and announce of the finished blocks were online, due to lockdown, LWSC prevent to announce the finished blocks in the public area (schools, mosques, church).

8)The south of West Bank area (Hebron and Bethlehem) is the most area that had been affected by the lockdown, thus the surveying and registration process also affected hardly.

**4-An interview with Mr.Majdi Abu Shareb , The head of HR department in LWSC (Aug\2021);**

**The researcher asked Mr.Abu Shareb about his opinion in the performance of LWSC in 2020, especially during COVID-19, Mr.Abu Shareb said:**

**1)The total number of the LWSC staff by the end of 2019 was:**

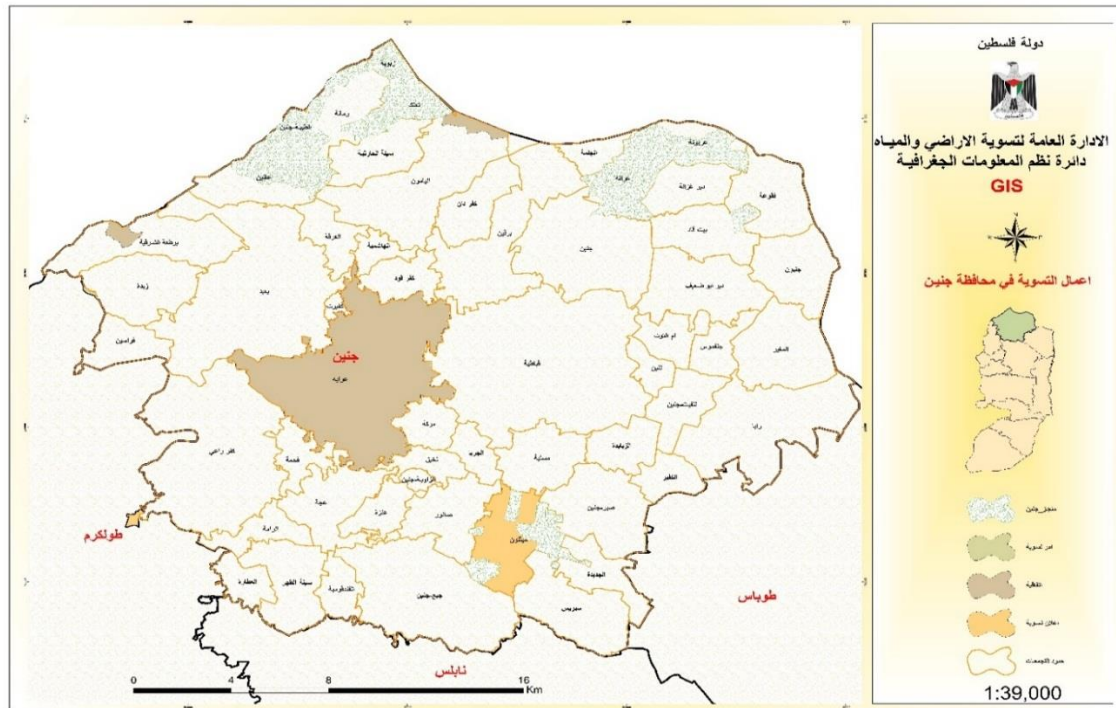
- a) 661 employees are still on their job.
- b) 169 employees are absent from their job (leave without pay, maternity...etc.)

The total number of employees by the end of 2020 was 830.

**2) In 2020, the total number of employees was:**

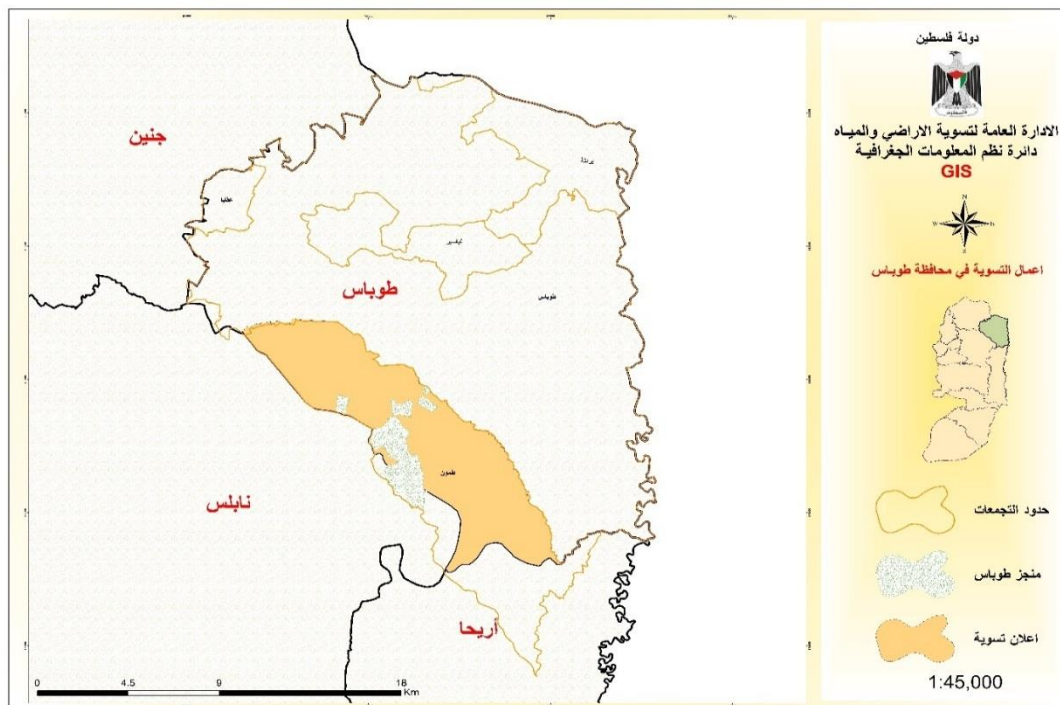
- a) 695 employees are still on their job.
- b)175 employees are absent from their job (leave without pay, maternity, ...etc.)

Maps:



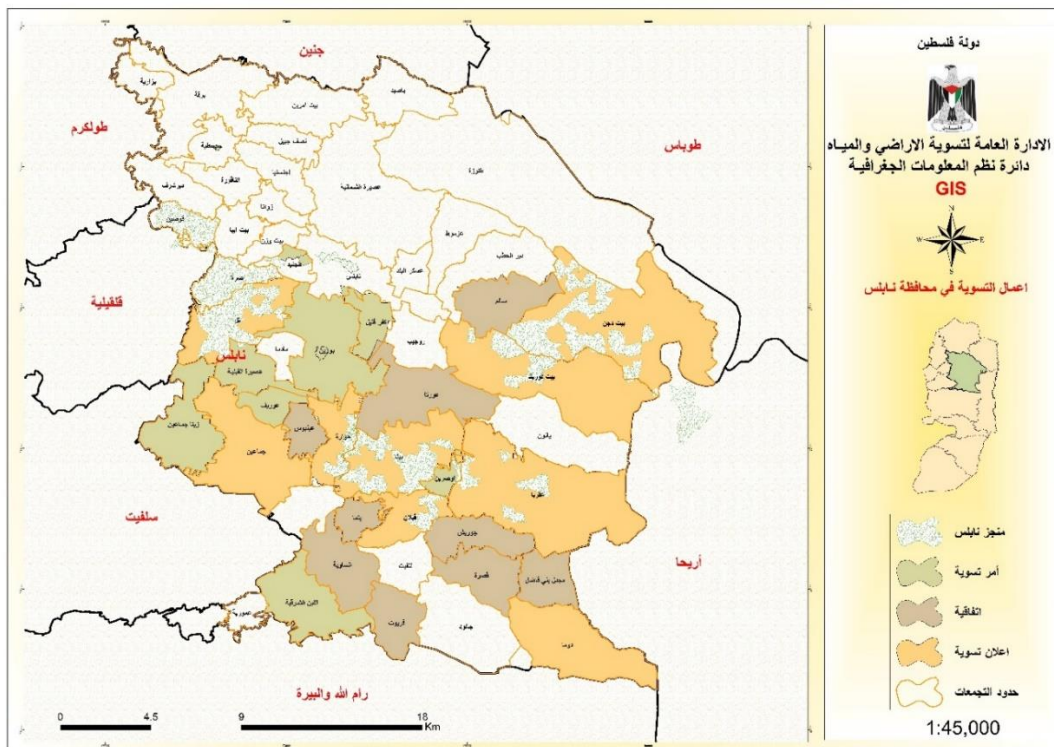
Map1: Settlement overall achievements in Jenin governorate

Map source:GIS department/Land and Water Settlement Commission.



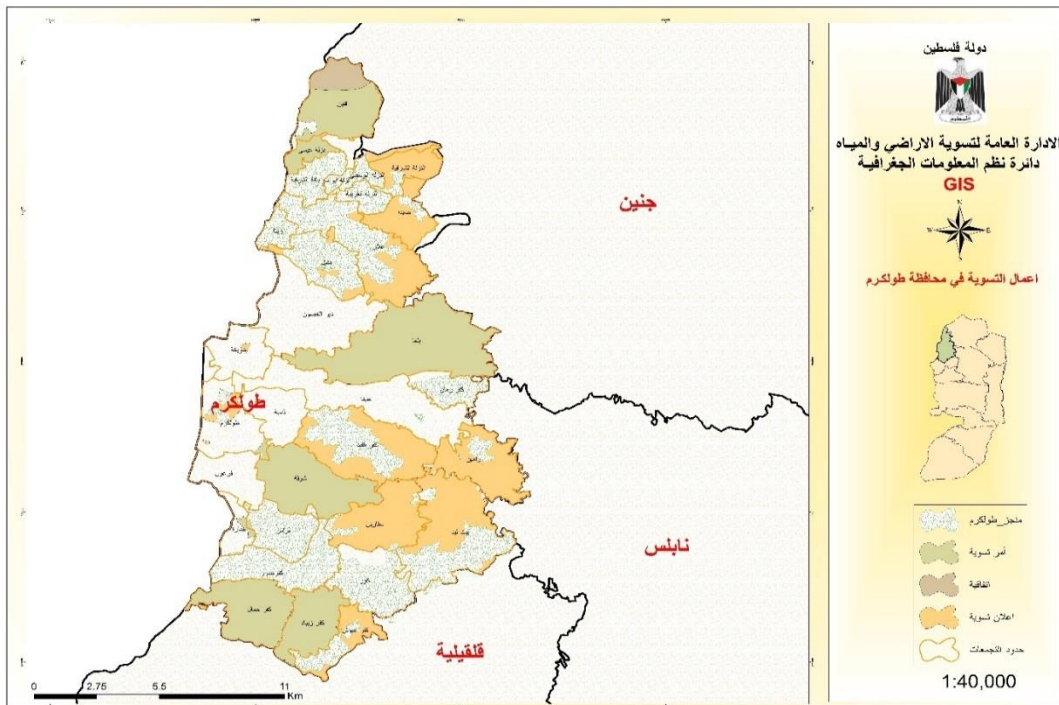
Map2: Settlement overall achievements in Tubas governorate

Map source:GIS department/Land and Water Settlement Commission.



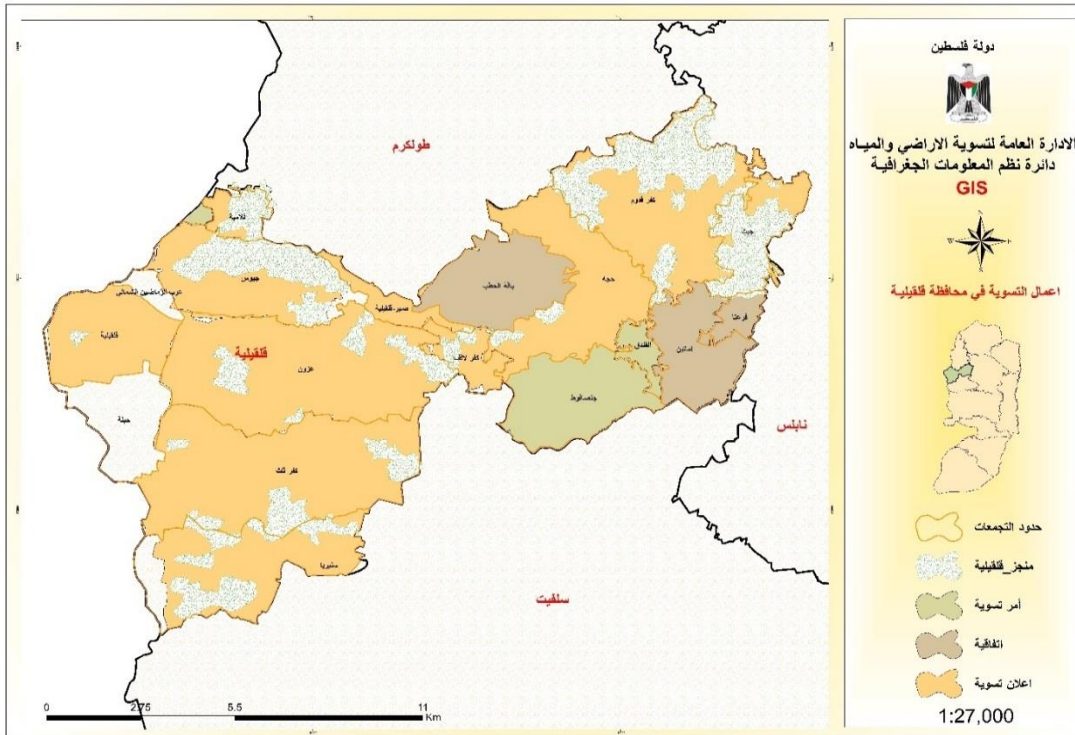
Map3: Settlement overall achievements in Nablus governorate

Map source:GIS department/Land and Water Settlement Commission.



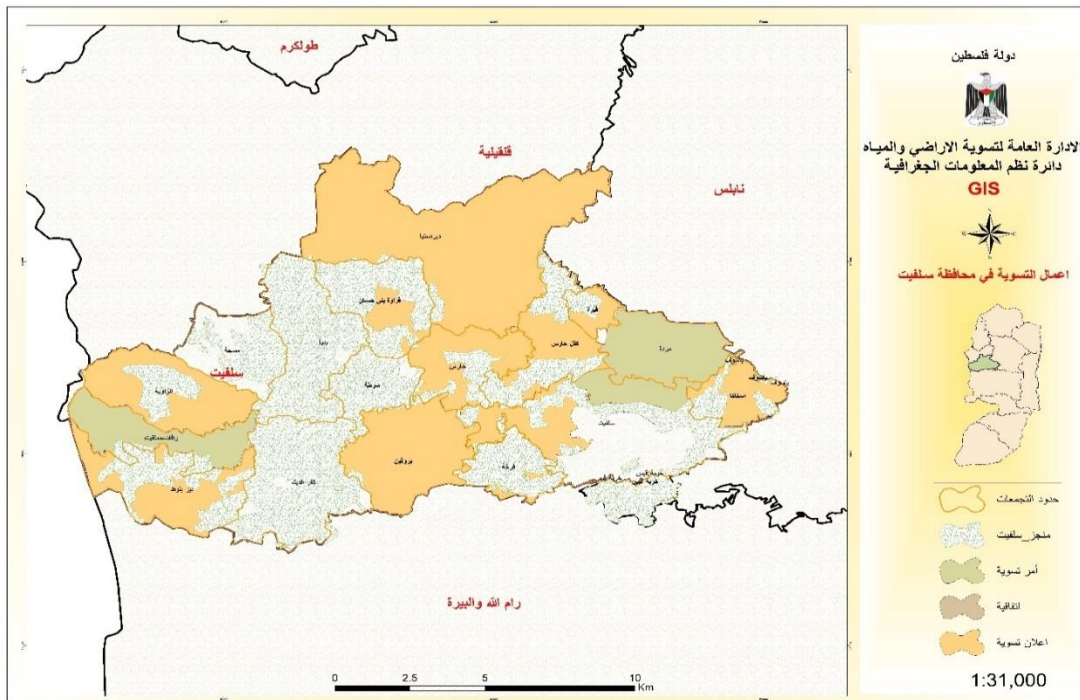
Map4: Settlement overall achievements in Tulkarm governorate

Map source:GIS department/Land and Water Settlement Commission.



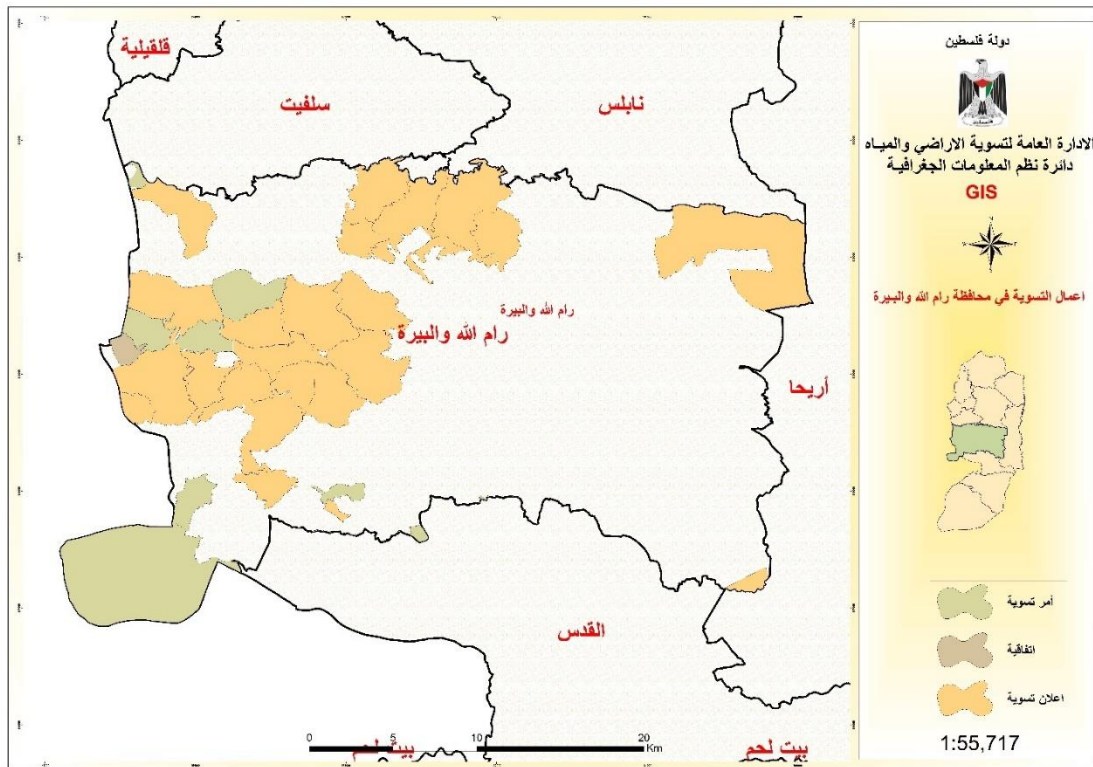
Map5: Settlement overall achievements in Qalqilya governorate

Source: GIS Dep\LWSC



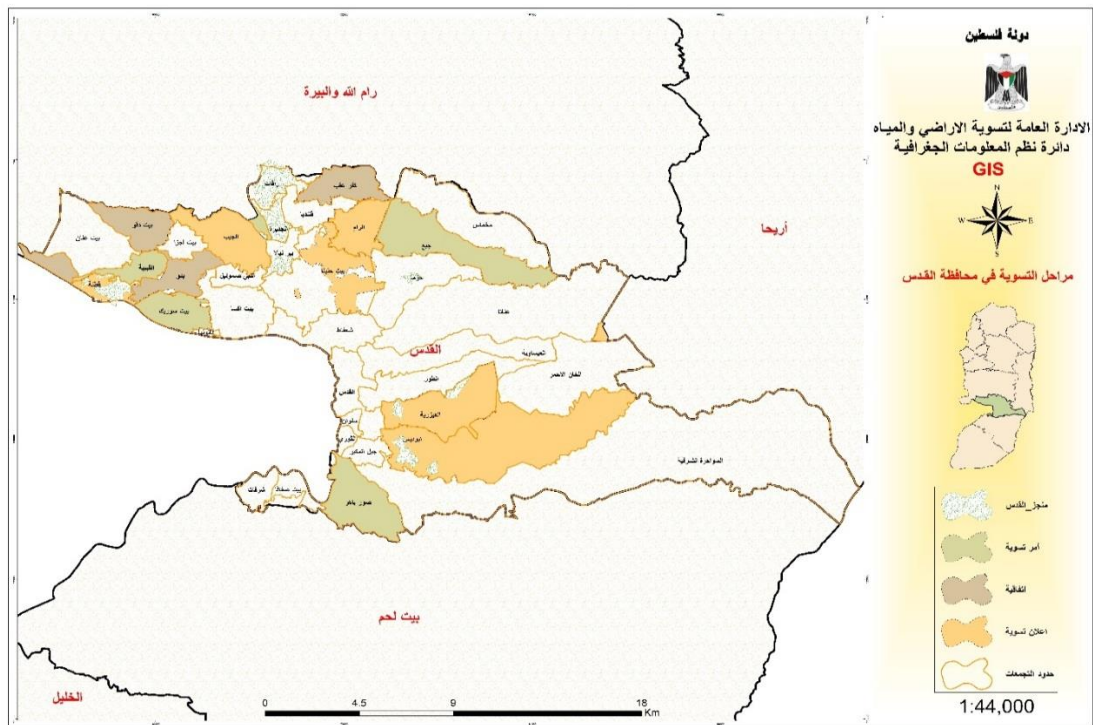
Map6: Settlement overall achievements in Salfet governorate

Map source:GIS department/Land and Water Settlement Commission.



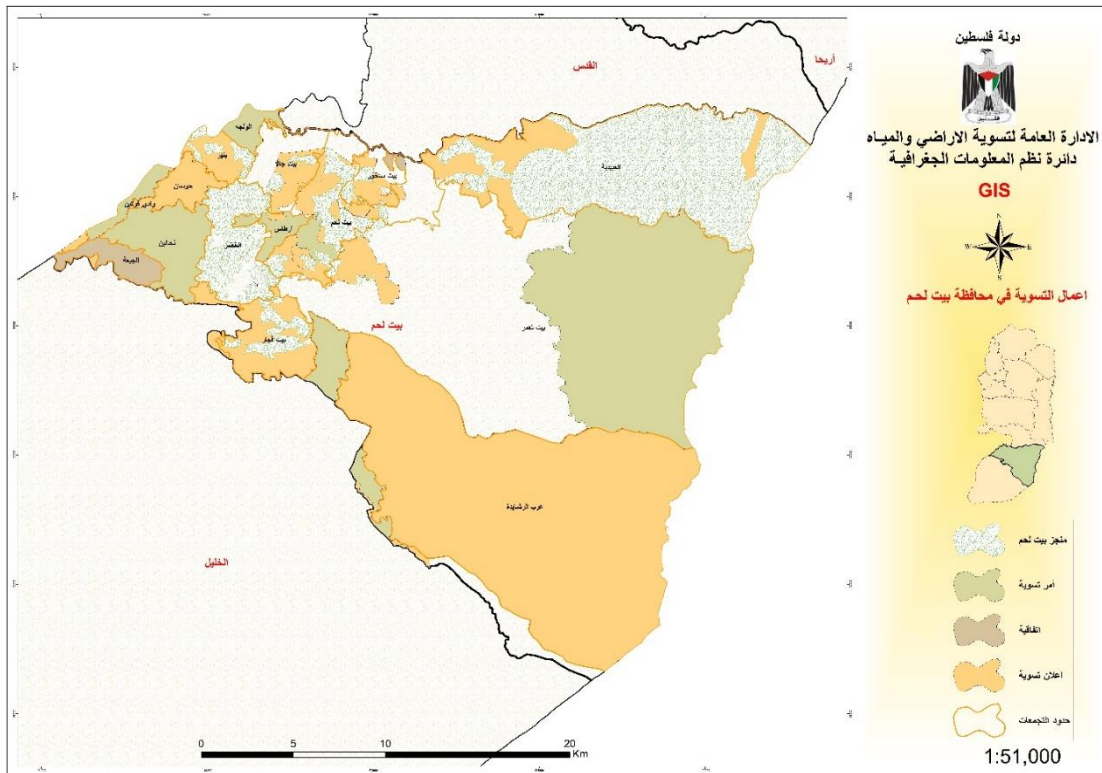
Map7: Settlement overall achievements in Ramallah and Al-Bireh governorate

Map source:GIS department/Land and Water Settlement Commission.



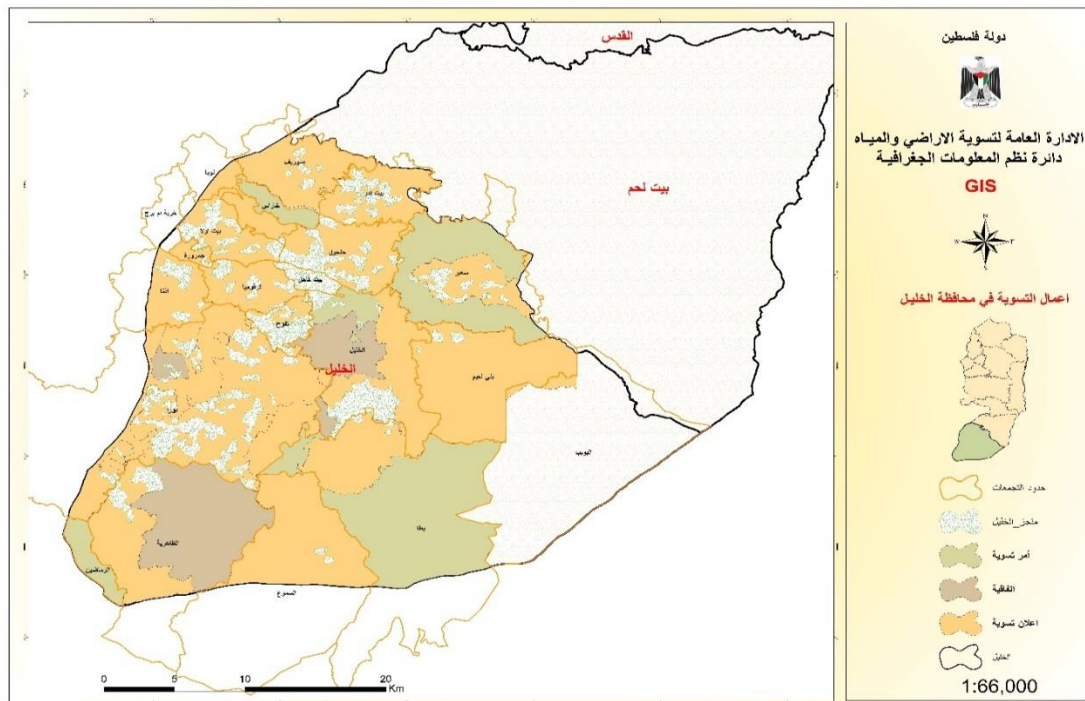
Map8: Settlement overall achievements in Jerusalem governorate

Map source:GIS department/Land and Water Settlement Commission.



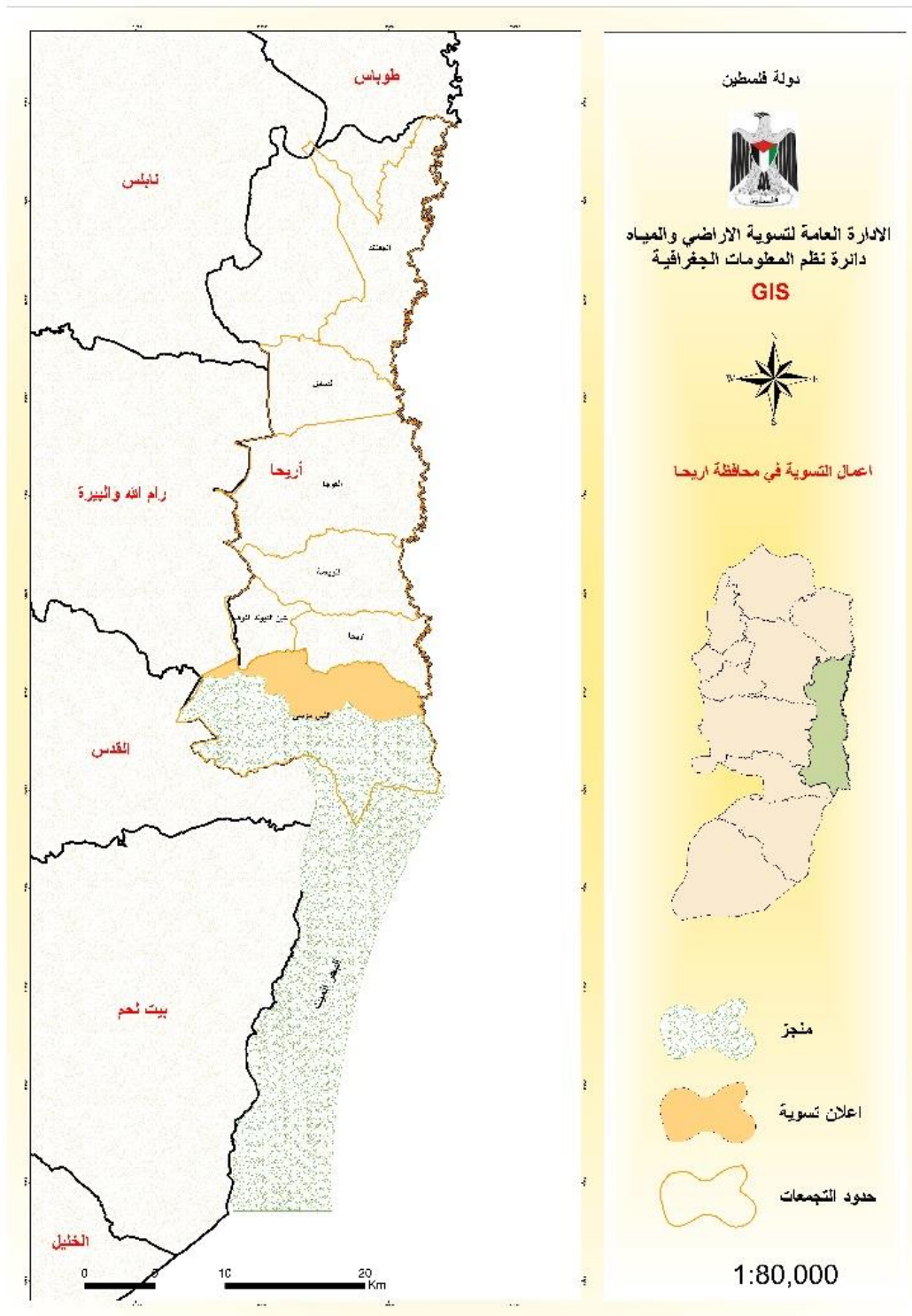
Map9: Settlement overall achievements in Bethlehem governorate

Map source:GIS department/Land and Water Settlement Commission.



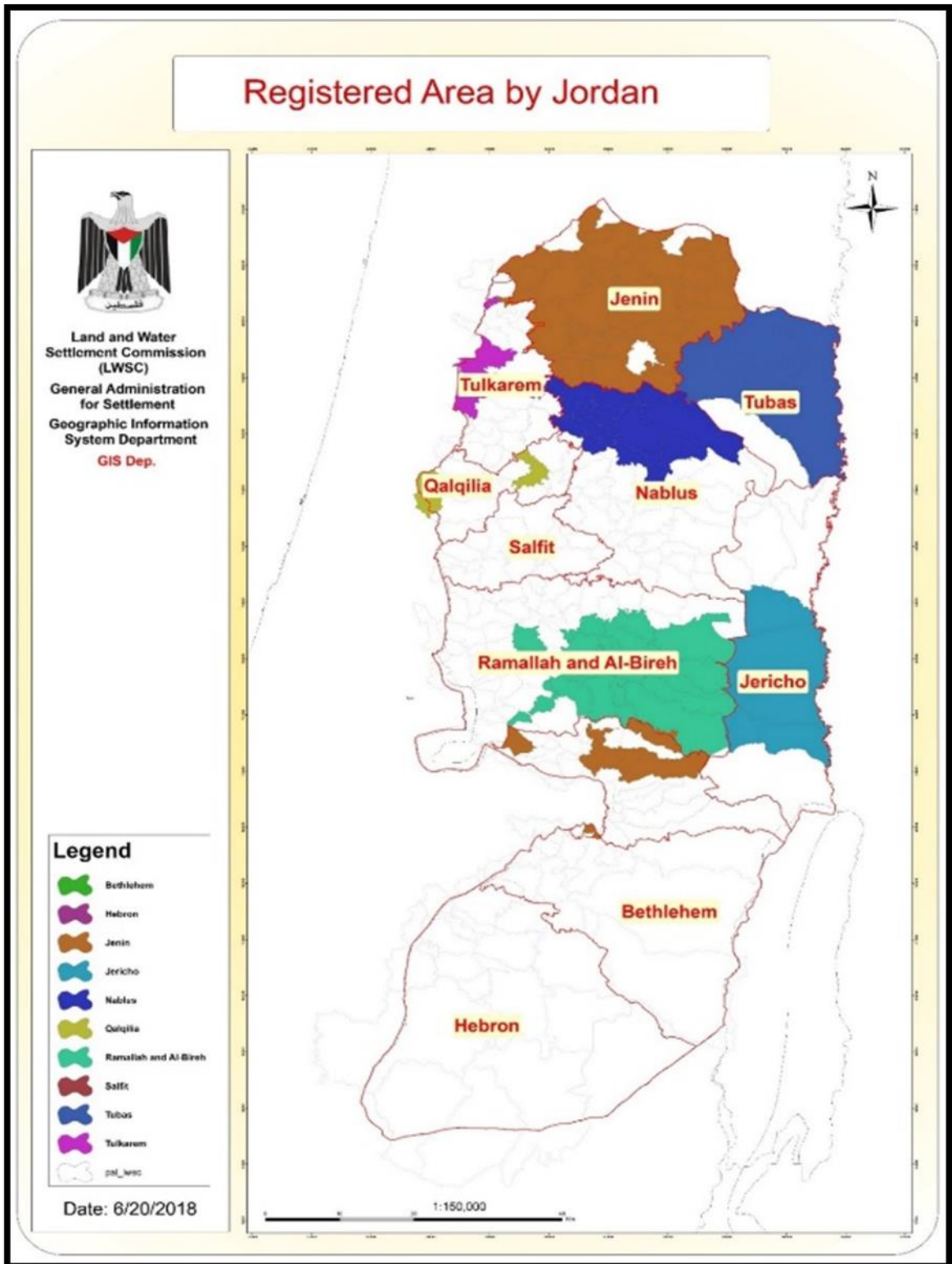
Map10: Settlement overall achievements in Hebron governorate

Map source:GIS department/Land and Water Settlement Commission.



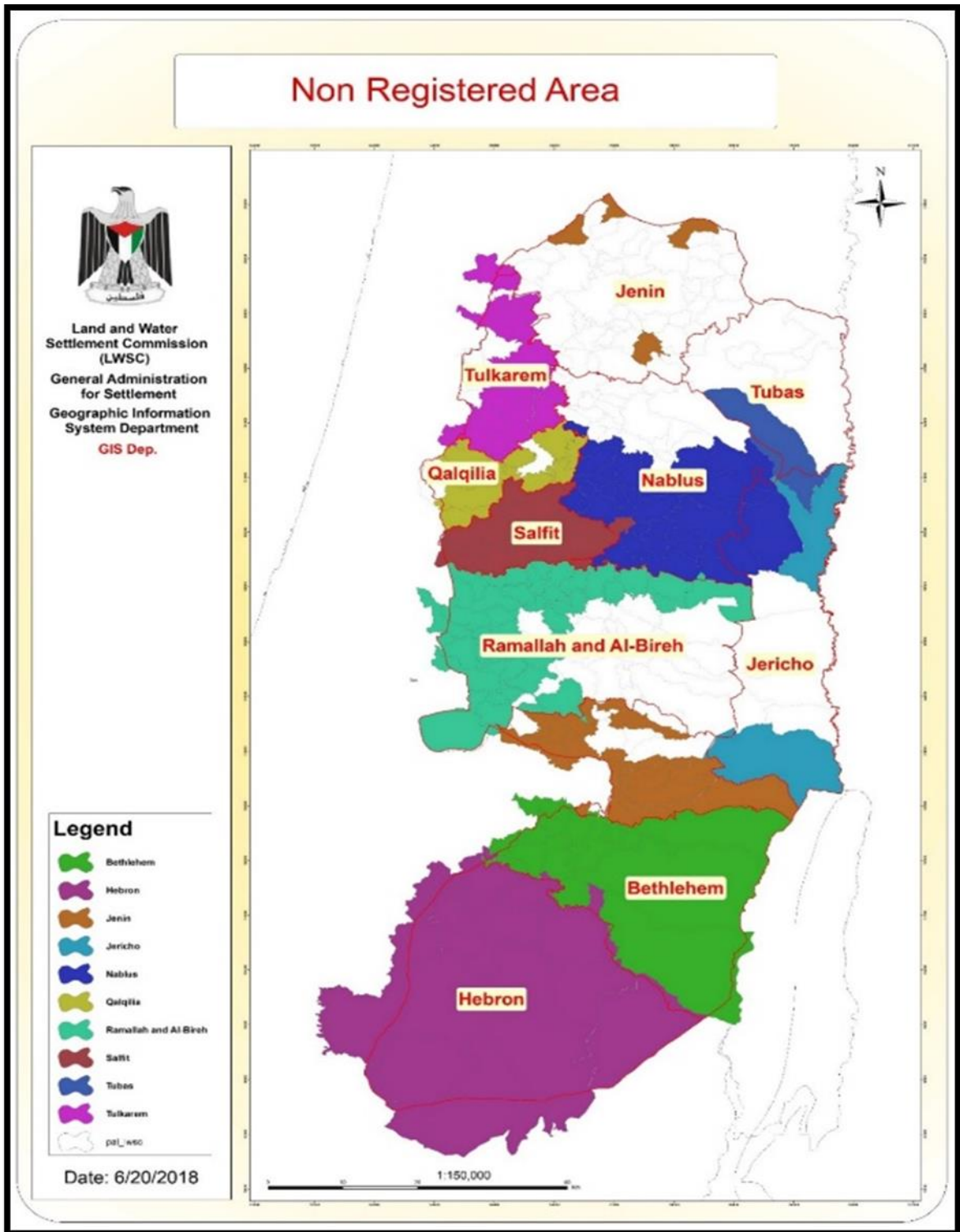
Map11: Settlement overall achievements in Jericho governorate

Map source:GIS department/Land and Water Settlement Commission.



Map12: Registered Area by Jordan

Map source:GIS department/Land and Water Settlement Commission.



Map:13: Non Registered Area

Map source:GIS department/Land and Water Settlement Commission.

## المخلص:

تم عمل هذه الرسالة في الفترة ما بين تشرين الاول عام 2020 الى تشرين الثاني عام 2021, و شملت هذه الرسالة على مجتمعات دراسية عدة: موظفي هيئة تسوية الاراضي و المياه, المجتمعات المستفيدة من اعمال التسوية, وايضا المقابلات مع عدة موظفين بمناصب مختلفة.

هدف الباحث من هذه الرسالة الى تقييم اداء القطاع العام في فلسطين في تطبيق الخطة الاستراتيجية خلال جائحة كورونا , الباحث تبني هيئة تسوية الاراضي و المياه كحالة دراسية لهذه الرسالة, كون الباحث يعمل كموظف في هذه المؤسسة.

الباحث قام باستعمال كلا المنهجين في الرسالة (الكمي و النوعي), المعلومات التي تم جمعها كانت من خلال استعمال الاستبيانات و توزيعها, عمل مقابلات و تحليل اي معلومات احصائية رسمية صادرة عن المؤسسة.

نتائج الرسالة من الاستبيان الاول الذي وزعه الباحث على المجتمعات المستفيدة من خدمات التسوية, اظهرت ان انتشار فايروس كورونا في الضفة الغربية اثرت على الاداء العام للمؤسسة, اضافة الى ان الاغلاق الشامل الذي فرض خلال الجائحة ساهم في ابطاء عملية تسجيل الاراضي خلال عام 2020, ويعتقد المجتمع المستفيد من اعمال التسوية, ان الاوضاع الاقتصادية خلال جائحة كورونا و انتشار الاشاعات عن الجائحة, اثرت و بشكل كبير على اعمال التسوية خلال نفس العام.

النتائج التي خرجت من تحليل الاستبيان الثاني الذي تم توزيعه على موظفي هيئة تسوية الاراضي و المياه, اظهر ان عملية تسجيل الاراضي (الشق الفني و القانوني), كان له تاثير كبير, حيث انه تباطأ و سبب تاخير في تطبيق الخطة الاستراتيجية الخاصة بالمؤسسة, لكن متعير الانجازات في تسجيل الاراضي و عامل موظفي المؤسسة كان له تاثير متوسط على تطبيق الخطة الاستراتيجية خلال جائحة كورونا عام 2020.

اظهرت نتائج الرسالة التي استخدم فيها المعلومات الرسمية الصادرة من المؤسسة , بان في عام 2020, كان هناك انخفاض كبير في المساحات المسجلة و الممسوحة في نفس العام في كافة محافظات الضفة الغربية, و بالاحص محافظة الخليل.

خرجت الرسالة بعدة توصيات من الممكن ان تساهم في مساعدة المؤسسة خلال الاعداد للخطة الاستراتيجية الجديدة, المؤسسة بحاجة الى ان تأخذ بعين الاعتبار وجود أثر فايروس كورونا خلال الاعوام القادمة, بالاضافة الى ضرورة وجود مؤشرات خاصة و قابلة للقياس, و اضافة خطة المتابعة و التقييم للخطة الاستراتيجية.

على هيئة تسوية الاراضي و المياه تحديث القانون المعمول به حالياً بالتسجيل (القانون الاردني) بحيث يتعامل القانون الجديد مع التغيرات الجيوسياسية التي حدثت بعد حرب عام 1967.